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COMMERCE

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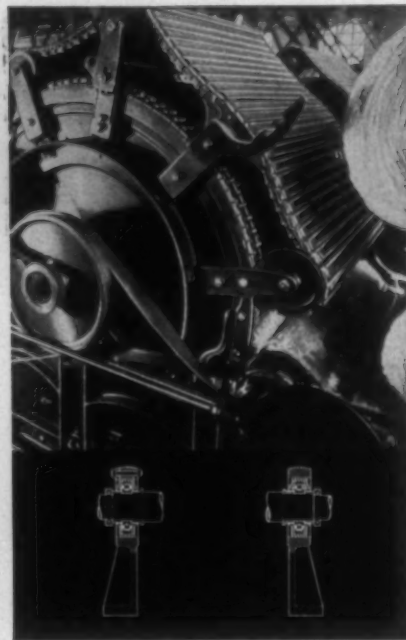
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TEXACO STARFAK

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American Cotton Manufacturers Hold Annual Convention

MORE than six hundred members and guests of the American Cotton Manufacturers' Association attended the forty-second annual convention in historic old New Orleans May 13-14-15. The general theme of the convention was "Looking Forward for the Next Ten Years in the Cotton Textile Industry," and several outstanding addresses by men prominent in the textile industry were features of the program.

New Officers

Officers for the ensuing year, elected at the final session on Saturday, are as follows:

K. P. Lewis, president and treasurer of the Erwin Cotton Mills Company, Durham, N. C., was elected president, succeeding J. H. Cheatham, president of the Georgia-Kincaid Mills, Griffin, Ga.; Robert R. West, president and treasurer of Riverside & Dan River Cotton Mills, Danville, Va., first vice-president; F. W. Symmes, president and treasurer of Union-Buffalo Mills Co., Union, S. C., second vice-president. W. M. McLaurine, for many years secretary and treasurer of the Association, was re-elected to that position.

Thursday, April 13th, was devoted to a meeting of the Board of Government in the morning and an informal executive session in the evening from 8 to 10.

Friday's Program

At the Friday morning session, which

began at 10 o'clock, Secretary McLaurine made his annual report, and the assemblage heard addresses by B. B. Gossett, president of Chadwick-Hoskins Mills, Charlotte, N. C.; R. R. West, president of Riverside & Dan River Cotton Mills, Danville, Va.; Fuller E. Callaway, Jr., president of Callaway Mills, LaGrange, Ga.; W. N. Banks, president of the Grantville Mills, Grantville, Ga. Also, J. H. Cheatham gave the annual address of the president at the Friday morning session.

Friday afternoon was devoted to golf and recreation, the meeting of special committees, etc. Ladies were conducted through the Vieux Carre (The Old French Quarter), following a luncheon at the Patio Royal. The most interesting patios and homes in the quarter were open for this occasion.

At the Friday night banquet Hon. Richard W. Leche, Governor of the State of Louisiana, made an address, which was in addition to musical and other entertainment and the presentation of golf prizes. The photo at top of page was taken at this banquet.

Saturday Session

At the Saturday morning session, Dr. C. T. Murchison, president of the Cotton-Textile Institute, and Robert Strickland, president of the Trust Company of Georgia, addressed the convention.

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K. P. LEWIS
The New President



Address of President J. H. Cheatham Before American Cotton Manufacturers Association

THE year just closed has been one of the most active and trying in the history of our association in my opinion. At the present time we all know too well our distressed condition. This is, and has been for a long time, a sick industry. It needs a major operation and I believe it lies within our power to administer the anesthetic at least.

Some of us doubt the value of statistics for the reason that our customers, as well as the general public, get the information. A number of years ago before we had statistics the only way we could find out how many bales of goods or pounds of yarn were on hand at the mill was through our customers. All we had to do was go to Worth Street, contact a few of them, and could readily get the information. If incorrect there was no way of refuting because the facts were unknown. Statistics can be used as a guide-post and without them we are absolutely in the dark. I am now, and have always been, a greater believer in statistics.

Without doubt, this is the greatest producing industry in the world. The Federal Reserve Board has just reported that December became the eighth consecutive month in which the Textile Production Index topped all industrial production. The Textile Index for December was 117 and the Production Industrial Index for the same month was 104.

It is my candid opinion that if we continue to run two shifts of forty hours each, to say nothing of the third shift, no more than seventeen to eighteen million spindles are required to do the job. This means at the present time the scrapping of some seven million spindles. If we become a third shift industry, and we are fast becoming so, no more than fourteen million spindles are required. This means the dismantling of almost half of the present spindles in place.

In 1927 we had approximately thirty-seven million spindles in place. At that time the industry ran principally one shift. It did not become a two shift industry until the advent of the Code in 1933, and no one at that time ever dreamed that we could run two full shifts. If we multiply fourteen million spindles by three we get forty-two million spindles one shift. It is, therefore, need-

J. H. Cheatham, president and treasurer of the Georgia-Kinkaid Mills, Griffin, Ga., and retiring president of the American Cotton Manufacturers Association, spoke at the Annual Convention on a number of subjects which are of vital interest to the textile industry of the South.

Subjects touched on in the annual address of the president include value of statistics, danger of third shift, merchandising, tariff on jute, National Labor Relations Act, Wage and Hour Act and its effect on the textile industry of the South.

less for me to comment further as you can readily form your own opinion as to what will happen to us. While I know you will not agree with me, I favor one shift of forty-eight to fifty-four hours. I contend that this is the ideal way to operate a cotton mill as the good Lord made the day in which to work and the night to rest. I further contend that he did not give us a license to run a grave-yard shift.

In regard to merchandising, I do not know just what I should say. It seems to me that this industry needs a Judge Landis to control production and put a price on our goods that will insure a fair return. As long as we continue to produce goods which the market will not absorb, and sell them at whatever price we can get, we are not going to earn a dime for our stockholders and most of us will eventually go out of business. May I urge you to control production and refuse to sell at a price that does not insure a profit. If you will do just this a great many of our difficulties will be solved. Another thing, if you ever meet the man who cuts the price I should like to make his acquaintance.

In the foregoing discussion I have attempted to set out certain conditions existent in our industry that are curable entirely by our own efforts. I am glad that most of them lie within our power to cure if we will only use the curative power.

However, there are fields of help that are essential that our industry have from the Congress of the United States. And I do not mean by this any suggestion that we need any interference in the management of our business, but merely certain amendatory legislation affecting national conditions under which we have to operate.

Tariff On Jute

One of these fields of help involves our tariff policy. Just at this point I am going to discuss the question of an adequate tariff on jute even if I get thrown out of the window. For two years I was chairman of your Jute Committee, and having studied the matter thoroughly, am convinced that no more serious matter confronts our industry today.

Since the American plan of government has long been associated with the protective tariff principle, this principle has become ingrafted in our economic system to the extent that its abandonment would probably not now be wise, even if it were possible. It is not questionable that many of America's industries have survived and prospered under the benefits from our tariff laws. But when an industry has to finance its operations in a field only partially protected, when all around it the standard of living is high on account of the more or less general complete tariff protection to practically all of the basic industries of the country, necessarily the progress of such industry is seriously handicapped, and its very existence seriously threatened. Such, unfortunately, is the situation in which the textile industry finds itself in this country today. Relief from such a situation lies wholly with Congress, and it is a relief to which the textile industry is justly entitled and for which it has every right to ask. Such legislative relief would not only save many mills, but would promote and increase the prosperity of a large sector of its working population.

Economic Problem No. 1

Congress should pass a bill providing for an adequate protective tariff on jute. It is needless to go into a long discussion of the jute problem. Everyone in this organization is familiar with it. Past reports of our annual meeting carry page after page about it. Senators George and Russell, as well as the Congressmen from my district in Georgia, have introduced bills providing for an adequate tariff on jute, but to no avail. Of course, we all understand that this defeat has always been due to a powerful lobby maintained by the jute interests. But the impartial American citizen is amazed that any influence could be exerted upon Congress to kill a bill that would be so helpful to one of the country's leading industries, and the hundreds of thousands that are dependent upon it for support. The whole Southeastern portion of this country, constituting the full cotton belt, has been blazoned to the world as the United States Economic Problem No. 1. If such a situation be true, what more constructive step, more inexpensive to the United States Government, could be taken to help in its immediate relief than an adequate tariff on jute. The placing of jute on a properly competitive basis with cotton in this country would open an additional market for approximately one and a half to two million bales of cotton in this country. This would possibly increase the price of cotton two cents per pound. Instead our farmers are being paid by the Government not to produce this cotton and on account of the reduced acreage a million people are out of employment. Gentlemen, this procedure does not make sense to me. Of course, the mere repetition of the above figures would be trite, if intended only for the ears of members of our own organization; for, as indicated above, we have been plastering the pages of our annual proceedings with the same facts and figures for years past. But I am repeating them simply in the ardent hope that some outsider will read or hear about them, and resolve to help us to do something to remedy the situation.

Need for Concerted Action

It is an incongruity that has no place in the fair and

just treatment of the great textile industry, when we are expected to keep step with other industries that have protective tariff security, in the constant raising of our employees' wages, and, thus, their standard of living; and, yet, we are compelled to compete with tariff-free jute which is produced by cheap coolie labor. It is high time that our employees give some thought and attention to this matter. The use of more cotton by the mills of this country naturally will mean more jobs and more full time. Furthermore, it will mean the saving of some mills that might ultimately go out of business, with the resultant loss of jobs. If our employees could be impressively informed of the directly resultant benefits that would come to them almost immediately upon the passing of a proper competitive tariff on jute, I am sure that their influential voting weight, added to the direct and fair presentation of the facts to Congress by us, would have great influence on the passage of the much-needed bill. We should solicit their support in this endeavor. We may further suggest to them that they should individually seek of their respective Congressmen an explanation as to why such remedial legislation is not passed making it possible, if not compulsory, for all United States departments and agencies to use cotton products produced by well-paid American employees, instead of jute products produced largely by foreign coolie labor paid at the rate of a few cents per day. If our employees are interested in helping their situation materially, and surely they can not be otherwise, they will give serious thought and action to this problem.

Gentlemen, if we in Georgia can convince our Senators that an adequate tariff on jute is essential you can do the same in your respective States. If you will, we will get this much desired legislation.

Revision of National Labor Relations Act

Another of our serious needs of Congress is the revision, or probably revamping of the National Labor Relations Act. But to this need we can only add our voice, for the same is needed not only by all other American industries, but by all Americans as well. And in this suggestion, I most certainly do not make it speaking from any narrow or petty spirit on the part of any of our industries, if such should exist, which I do not think it does. I feel that I am speaking for the major part of our industry when I say the members of the American Cotton Manufacturers Association are not backward, but are forward-minded in meeting all of the problems that arise for solution by the exercise of fair play and good citizenship.

The members of this association, as to social-mindedness and progressive endeavors to continually improve the working and living conditions of our employees, in my opinion, rank with those of any other leading industry in the country. When the N.R.A. was advanced as a cure for the country's ills, many, if not most of us, had our misgivings as to the final work-out of this novel plan; nevertheless, our industry was the filer of the first code for approval, and we can now point to this fact as an evidence of our ready willingness to co-operate in any plan for the general help and recovery of our country.

(Continued on Page 53)

The Importance of Long Range Production Control in the Cotton Textile Industry*

By B. B. Gossett

The President of Chadwick-Hoskins Company and Gossett Mills advocates organization of the industry into groups to effect long range control of productive machinery, elimination of approximately 3,000,000 marginal spindles under direction of a syndicate formed for that purpose, and limitation of the operation of the remaining spindles to a maximum of two 40-hour shifts.

THE vital necessity for proper production control in the textile industry is apparent to every thoughtful man. I can assert without fear of contradiction that the cotton textile industry is the only great industry which *attempts* to operate 100% capacity under any and all conditions.

Over-production is the unrighteous offspring of over-capacity. It surely can be controlled as it is controlled in such major industries as automobile, radio and steel. Perhaps the problem may be more complicated in our industry because of the large number of individual mills and personalities involved. Even so, I believe that effective control can be an *actuality* provided there is a real will to make it so. Have we that will?

But let me emphasize: The problem in our industry is really one of control of over-capacity rather than control of production. In fact, the term over-production, so far as manufacturing activity is concerned, is largely an imaginary one *when considered from the long-time viewpoint*. Manufacturers cannot and do not indefinitely produce more goods than the market absorbs. If such were the case, their resources would soon be exhausted by being converted into huge and unsalable inventories of completed materials. Excess capacity, however, and the resultant ever present threat of over-production plus failure to make adjustments for seasonal swings, is what has brought about recurring periods of ruinous losses such as we are now experiencing and have experienced for a major part of the time in the past twenty years. Indeed, during this period it is estimated that the industry as a whole enjoyed only six or seven years of profitable operations.

Curtailment Not Properly Handled

It is a lamentable fact that when market conditions have looked favorable, it has been the invariable practice of the industry to speed up operations unduly and produce more goods than could be readily sold at a profit. The poor timing of curtailed operations has also worked against the industry. Emergency curtailment has frequently been resorted to only after market conditions have become so bad that a complete stoppage alone could

benefit the mills when they have persisted in ignoring the volume of seasonal slumps in demand. They have failed to realize that production adjustments should *precede* rather than *follow* these customary slumps in demand.

The textile industry is in the position of one failing to send for a doctor when first taken ill. Instead of promptly calling in the doctor, the patient has dosed himself with platitudes until he becomes so sick that the services of a surgeon are necessary, and the operation is not always successful, as most of us can painfully testify.

I think it to be a fact that lack of long range planning is one of the two principal causes of the discouragingly persistent unprofitableness of textile operations.

A surplus of marginal spindles is the other cause, as I shall later discuss.

Unfortunately, despite our sad experiences, many mill managements still seem to be irrevocably committed to a policy of so-called hit or miss mass production under any and all conditions. Such a policy is not only unsound—its results are disastrous.

Scarcity Not Solution

I do not subscribe to the doctrine of scarcity. In recent years the evidence has been overwhelming that such a policy is uneconomic. No effort should ever be made to create a scarcity to force up prices or for any other purpose. On the contrary, every pound of goods the market can absorb should be produced at the lowest possible prices consistent with fair wages and return to capital.

Increased production within the maximum limits of stable consumption and at the lowest possible cost means increased wealth. It is a fallacy to assume that wealth can be created in any other way.

Given this condition, our industry could then turn its attention in the direction of mal-distribution which means poor merchandising. I think beyond doubt that the textile industry holds the record for poor merchandising and distribution of its products. But, unlike some of my friends, I am not disposed to lay the blame for this altogether at the door of our selling agents. On the contrary, I strongly adhere to the opinion that if the industry keeps its production reasonably well balanced to demand, our selling agents will be enabled to do a much better job for us, for themselves, for our employees and our shareholders.

Some people have become discouraged because statistics have not helped the mills to make a profit. They have pointed to the steadily dwindling manufacturing margins as an example of the futility of statistical reports. This, it seems to me, is an illogical viewpoint. Statistics cannot themselves make profits but the intelligent use of

*Address delivered at the meeting of the American Cotton Manufacturers' Association, New Orleans, La.

them can do so if we will give them a chance to work for us.

It must be evident to all that there is something about our present system that is fundamentally wrong—something that is dissipating our energies and bleeding our plants to death. Let me repeat, some seem to feel that because we have the potential capacity for production in excess of normal consumption, we should turn out every pound that we can produce, regardless of the consequences. If this is the case, it seems to me that we stand indicted before the world for a type of incompetence that will deserve its fate.

Industry's Guinea Pig

Conditions in the textile industry have undergone a vast change in recent years. Under the New Deal, our industry has already been regimented as to wages and hours not mentioning the Government's attempt to control the price of raw cotton. Apparently, this is only the beginning. It is significant that in setting up these various forms that our industry has invariably stepped forward as the first guinea pig. Under the N. R. A., we were Code No. 1. Under the wage-hour law, we were designated as Experiment No. 1. The reasons for this must be obvious. The Government feels (and I am afraid the country shares the feeling) that we are not competent to put our own houses in order—that we have over a long period of years demonstrated our utter incompetency. Surely the time has now arrived when we ourselves should realize the necessity and the obligation of putting our houses in order before the Government takes over the houses themselves.

It is generally recognized that with the tremendous volume of business available for our industry even in the bad years that it ought to make profits fairly consistently and that if we do make money we can and will pay better wage and be able to earn a fairer return for our resolutely patient stockholders. It has been our *failure* to do this over a prolonged period, when other industries less favored as to sustained volume were making money, that has attracted the unfavorable attention of the country. Now, I ask you in all seriousness, what are we going to do about it?

As I have previously intimated, the first logical and necessary step is to organize our industry in groups on a basis of long range control of productive machinery in the interest alike of our stockholders, our employees and the consuming public.

Scrapping of Spindles Needed

The second step should be the definite and positive elimination of marginal spindles. Careful studies of the statistics in recent years show conclusively that a total of 4,000,000 spindles could and should be purchased and scrapped in the public interest.

However, to allow for an emergency peak demand during the active months of the year, and especially during such periods of unprecedented demand as occurred during the latter part of 1936 and early 1937, the scrapping of 3,000,000 spindles might be effective in bringing about the desired results.

Demand based on a year similar to the last half of 1936 and the first half of 1937 would require the output of 22,500,000 spindles on an 80-hour schedule. Total

spindles in place on March 1st of this year amounted to 25,854,000, of which approximately 22,500,000 were active. In other words, the active spindles at that time were approximately 3,354,000 less than the total number of spindles in place and yet, in the light of present conditions, we are all agreed that there is not the slightest justification for the operation of as many as 22,500,000 spindles on an 80-hour basis. Also bear in mind that this statement is based on the industry operating two shifts of 40 hours each and does not make allowance for third shift operation. Unfortunately, this is a vicious practice that has grown in recent years and I know of no other single thing that has contributed more to the instability of the industry. The third shift operation of productive machinery should be outlawed. It is undoubtedly Public Enemy No. 1, as far as our industry is concerned.

Greater Production Per Spindle Hour

Another important point to keep in mind is the greater production per spindle hour of present day spindles as compared with former years. For example, in 1926 the average output per spindle hour was .0331 pounds. In 1937, .0380 pounds—or an increase in the hourly spindle production of about 15%. It will thus be seen that as the industry modernizes (and it is believed it is now about 35% modernized), the output per spindle will be rapidly increased, thus further contributing to the instability of operations, unless and until some method of production control is made effective or a very large percentage of old equipment is scrapped. A combination of the two plans would bring quicker relief. Indeed, if approximately 3,000,000 additional spindles are to be scrapped, it should be done with all possible dispatch. If extended over a period of years and three-shift operations are not curbed, the matter of getting the industry on an even keel will inevitably be a long drawn out and expensive process.

In discussing the tremendous and far-reaching changes in our industry in recent years, one should keep foremost in mind the ever increasing substitution of other fabrics for cotton goods. This of course includes the substitution of other fibres for raw cotton, not mentioning the alarming substitution of paper containers for cotton bags, etc. This is a subject on which every mill executive should inform himself. It is a challenge to the entire textile industry.

Statistics Vital Now

It is idle, under such conditions, to question the soundness of the control of productive machinery based upon reliable statistics. Indeed, accurate and up-to-date statistics are positively more vital to the industry now than ever before. Without them we shall soon be as helpless as a mariner on the stormy seas on a black night without a compass or a chart and with panicky passengers all shouting different directions.

In my opening remarks I stated that in my considered opinion the cotton textile industry is the only great industry which *attempts* to operate 100% capacity under any and all conditions. Later I pointed out that many other great industries less favored as to sustained volume have frequently operated at a profit while the cotton textile industry was being operated at a loss. The following

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Merchandising and Promotion*

By W. N. Banks

MANY changes have taken place in the cotton textile industry since I became connected with it about thirty-five years ago. At that time two-thirds of the cotton spindles were in the North, but gradually they moved South until today the Southern cotton mills have about three-fourths of the combined spindles in this country. Most of the goods produced in the South



W. N. Banks

thirty-five years ago were staple fabrics, and emphasis then was laid chiefly on production. The question of merchandising was not so important for in most instances there was a ready market for all goods that could be produced. Competitive efforts were mainly directed in producing the maximum number of pounds at the lowest possible cost. We did a good job of it and most of the profits made in those days resulted from

mass production of staple goods at extremely low cost figures. We had not only a good domestic market in a great country that was growing and flourishing, but also a good export market. Great Britain was practically our only formidable competitor in the foreign markets. It was common for salesmen to go on the road and in a very short time sell up a mill's annual production to a few large merchants. There were not the style changes to contend with, and the consumers were not so exacting in their requirements.

During all these years the greatest stress has been placed on production, and certainly no country has excelled us in ability to produce, but I am sure when it comes to merchandising our products, we have shown our greatest weakness. I fear we haven't yet learned the ABC of merchandising and promotion. We have apparently not awakened to the fact that the marketing of our goods is the most important end of our business, and deserves all the knowledge, experience and ability we can devote to it.

Merchant Heads Successful Mills

You may look back over the record of the cotton mills that have been most successful, and you will find in most instances that there has been at the helm a great merchant, a man who understood the art of buying and selling, who realized that a mill must sell its production at a profit if it continued in business, a man who had the courage to say "No" when buyers offered him below cost for his product and insisted on getting a reasonable profit, one who never overproduced but always confined

his operations to an order basis and stressed quality above everything else, who either himself or through his selling agents kept in close personal contact with his customers, knew their needs and made his products to suit them, who never took advantage of them, who considered the good will of his customers one of his most valuable assets, and one who never failed to co-operate with his competitors and trade associations in all matters pertaining to the better marketing of his production. A man of this type should be at the head of every textile plant. He deserves success, and usually attains it.

Some of our present merchandising policies are very foolish, and are leading to disaster. During a period of decline in national prosperity and a resultant slackening in demand for cotton goods, some of us continue to produce, pile up inventories, and then when the load gets too heavy, sell out at a loss. Our customers understand the statistical status of a commodity as well as we do, and when they see stocks piling up they simply delay purchases until they can dictate the price. Sound merchandising suggests a policy of not producing unless we have actual orders in hand. The mill that functions properly is the one that gets its orders first and then makes the goods. If followed, this practice will cure many of our merchandising evils.

Paying Buyers To Take Goods

It is almost incredible but nevertheless true that many of us who are supposedly good business men are today selling yarns and cotton goods one, two, three, and four cents per pound below cost. We are actually paying the buyers huge sums of money to take our goods. You just wouldn't think that sane, sensible, experienced, and intelligent business men would pursue a suicidal course of this kind. Still we are doing it. Needless to say we can't keep it up forever any more than our Government can continue spending each year large sums in excess of its income and remain solvent. A reckoning day must come unless we quickly change our method of merchandising our products. Our first merchandising rule should be "Never sell at a loss, always sell at a profit," and we should follow it religiously. The preservation of our great industry depends upon it.

Mills have suffered intensely as a result of poor salesmanship, and during the next ten years one of our major objectives should be better trained salesmen. We have placed strong emphasis on technical training, and our schools and colleges have done magnificent work in electrical, mechanical, and textile engineering. We seek those young men who have had this special training in order that we may have greater efficiency in the manufacturing end of our business, but how seldom do we hear of mills or selling agents employing in their sales department men who have had any special training in that most important part of our business, the merchandising of our products. Seldom do we hear of any schools or colleges giving

*Address delivered at the meeting of the American Cotton Manufacturers' Association, New Orleans, La.

special courses in the rare art of merchandising. No wonder this end of our industry has shown conspicuous weakness. We have given it less attention than any other. We should foster and encourage schools for training our youths to become salesmen with a vision, imagination, skill, constructive ideas, an intelligent approach to customers, and a real knowledge of merchandising ability, not simply hand shakers and order takers.

In certain lines of textiles there has been a tendency to guarantee prices against decline, to make up yarns or goods and hold them in stock against orders for almost indefinite periods and not place any terminal dates of delivery on contracts, all of which simply means we have no contracts, only options to buy if and when the market is favorable to the buyer. Practices of this kind do not reflect business sagacity on the part of the seller and only brand him as a poor merchant. The Worth Street Rules have sought to remedy this situation so far as fabrics are concerned, and the Cotton Yarn Rules of 1938 recently adopted, seek to rectify this condition in the cotton yarn business.

For his own good and the good of the industry every manufacturer should co-operate 100% in the use of sound merchandising rules established for his protection. If he doesn't he not only hurts himself but the entire industry.

Cotton Down, Rayon Up

It is recognized that the consumption of cotton in the U. S. A. is definitely on the decline. This is largely due to the fact that we have fallen down on the job of mer-



chandising and promotion of our cotton products. On the other hand rayon has been promoted in a most extensive way, and as a result rayon consumption has increased by leaps and bounds. It would be startling to know just how many more bales of cotton would be consumed if the same energy, enthusiasm, originality, and intelligent merchandising and promotion had been applied to the distribution of cotton products as has been devoted to rayon products. There would be no curtailment of operations. The demand would be so great our spindles couldn't supply it, and instead of running our mills at terrific losses, we would be making reasonable profits and would thus make possible the perpetuity of the great cotton textile industry.

Sound merchandising carries with it the thought of

promotion. While the two terms are not synonymous, they are very closely inter-related. A real up-to-date merchandising set-up must include promotion. We are indebted to the Cotton Textile Institute for the fine promotional job which they have been doing for the past decade. It has made the entire country more cotton minded and has been of incalculable benefit to the in-



dustry. The promotion of National Cotton Week is one of the greatest things that our industry has accomplished. We need to get behind this movement with greater enthusiasm and each succeeding year put the program over with such zeal that every man, woman, and child in the U. S. A. will be made conscious of the importance of cotton and cotton products in the economic life of our country. The general interest manifested in the National Cotton Week is an omen of better days for cotton, and shows what can be done by real promotional activity.

We should take advantage of every agency to increase the consumption of cotton. I feel that we have neglected two of the greatest avenues of promotion and these are the picture show and radio. These forms of advertisement would reach millions of our people, would cause them to appreciate the value of cotton, increase its consumption and stimulate additional uses. During the next ten years, to which we are now looking forward with so much anticipation, we should plan to use in a large way these advertising mediums to increase the consumption of cotton products.

Style and Fashion for Cotton Goods

It is well known that style and fashion are great factors in the merchandising of cotton goods. The better stylist you have the easier it is to merchandise your product.

Tremendous progress has been made in the development of new and attractive cotton fabrics. The fashion shows promoted by the Institute reveal some of the most beautiful and attractively designed dresses made from cotton material, and have had a great deal to do in popularizing the use of cotton dresses in all price lines. This fine work should be continued and expanded as well as the special effort being directed by the Institute to find new uses for cotton. If greater emphasis is placed on this during the next ten years, the results obtained will be most gratifying.

One of the fundamentals of merchandising is making goods to satisfy the requirements of the consumer. We can't do it in the same slipshod methods of long ago, for

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McLaurine Presents Secretary's Annual Report At A. C. M. A. Convention



W. M. McLAURINE
Sec.-Treas. American Cotton
Manufacturers' Association

IN his annual report to the members of the American Cotton Manufacturers' Association, W. M. McLaurine first spent some time in reviewing the activities of the Traffic Committee of the Association, composed of K. P. Lewis, R. R. West, W. N. Banks, S. M. Beattie, W. H. Entwistle, R. E. Henry, and R. W. Jennings. Carl R. Cunningham is to act as Traffic representative and C. T. Kilgore is to act as Associate Traffic representative.

The remainder of the report follows:

Our Cotton Committee has also been exceedingly active, (1) In trying to protect our interests in certain revisions of the rules dealing with the trading in Cotton Futures, the resolution passed by the Board of Government and the printed brief presented to the New York Cotton Exchange, mailed out to you, indicates some of our activities in this respect; (2) in meeting with government representatives in trying to avert any further regimentation of cotton control—such as the grading and stapling of cotton at the gin by government employees—such tags to follow through to ultimate consumer.

Our Cotton Committee has also attended the International session of Government representatives, on setting the Biennial Cotton Standards, and last but not least, it has with the cooperation of representatives of the Cotton Shippers, operated and directed successfully the Cotton States Arbitration Board.

In all of these activities, we have had the splendid cooperation of representatives from the various State Associations and special group associations.

Work With Committee No. 1 of Fair Labor Standards Act

We have been active in working with Industry Committee No. 1, of the Fair Labor Standards Act. We have employed experts to testify and have had our own men appear. The Brief mailed out to you indicates the position taken by us. As a matter of record, our representatives on this committee are Messrs. J. H. Cheatham, C. A. Cannon, R. R. West and R. H. Chapman. To them, for their unselfish service, their diligence and intelligence, we owe an everlasting debt of gratitude. By this statement, I do not mean to lessen the honest efforts of the other members of the Committee, but these men are a part of our own organization and industrial family and have ably represented our interests in all deliberations of the committee. Since the final committee action on March 21st, was not unanimous, we have employed counsel to present a minority report which we hope will ultimately change

the majority report and secure a wage rate that will not be so destructive to the interests of the South.

We have had several meetings of the Board of Government to consider policies. We have had numerous meetings of committees and made many trips to Washington, Atlanta, Greenville, New York and Charlotte for the purpose of consulting with various groups on policies and actions.

Educational Program

We have been consistent in carrying on our educational program in the general subjects of industrial relations and public relations. We have written many articles for magazines and the press and have appeared before various types of organizations, explaining our plans and purposes, all of which we think worth while.

We have collected more funds for our Student Loan Fund and now have two young men, whom we are assisting, still in college. We need more funds and will appreciate any help from any source.

We have endeavored to keep the membership informed on all important matters and have had representatives at all places where we have felt that our interests demanded representation.

We have had hundreds of office visits and private consultations on industry policies and tried to keep our correspondence up to the minute on requests for information that come to our office.

No report would be indicative of our work that failed to review some of our activities in the field of National affairs. In this field we have been active largely dealing with Administrative Boards of the Government. We have spent much time and effort in trying to esemble information for Industry Committee No. 1, dealing with the Fair Labor Standards Act and its administration.

Last Fall, we made a survey of wages and their distribution in the Southern textile industry. This was mailed out to the Board of Government and also sent to the Cotton-Textile Institute, as information, when their brief was being prepared.

We have gathered and disseminated information on the general agricultural situation, particularly dealing with a Processing Tax. We have discussed this subject with Senators and Congressmen and other Washington officials.

We have tried to gather information dealing with the rulings of the National Labor Relations Act and have studied, with others, the seemingly necessary amend-

ments, in order that its administration may be fair and just. We have presented some of the suggested amendments to our committee on National affairs.

The subject of Social Security and Taxation has also been studied by us and through our representatives. In fact, there have been very few weeks during the year that some national demand has not been made upon our office or its representatives. The handling of loan cotton and future agricultural policies have received a great deal of study and effort with our Congress.

Even now, while politics is moving mysteriously and no serious threat impending, we must always be alert, because as the session passes its mid-term and political lines have become rather marked, legislative pressure will increase and action will become more threatening.

This associational year is a kind of inter-regnum in national legislation, due to the close of the Congressional year and the political opening of the new year. Our careful watching and guidance will likely be extremely necessary before the new associational year ends.

Need For Southern Clearing House

The above discussions indicate the wisdom of a paragraph which was a part of my first report to this body:

"Geographic location, history, environment, tradition and notably the preponderance of the Anglo-Saxon element among those constituting the South's industrial workers, have forever decreed that Southern ideals, management and industrial philosophy shall differ somewhat from those of other sections; for these and many other obvious reasons, a Southern Clearing House for problems affecting our Southern industry is indispensable."

The cotton textile industry is one of the most important, if not the most important, industry in the South, which area has been dubbed as economic problem No. 1.

The fact that it has been so classified by theorists and dreamers does not make it so, as many other more dependable reports prove by statistical refutation.

The Report on Economics Conditions of the South by the National Emergency Council reflected more on the Council than it did on the South, because it entirely failed to take into consideration the statements contained in the paragraph quoted.

While this is a nation unified politically, it is not a nation of economic and social homogeneity. This fact was recognized when certain legislation was passed with extra-judicial administrative features. The Agricultural Act, the National Labor Relations Act, the Fair Labor Standards Act, the rules and regulations of the I. C. C., and others.

Their administration was supposed to deal fairly with the social and economic and industrial problems in the areas in which they applied. This fact predicated that those who were to be intrusted with these extra-judicial policies should be men of broad social and economic intelligence, free from sectional or social bias, endeavoring to mete out justice and fairness to all groups and classes without fear or favor.

It is not necessary to review the misfits of administration. It is not necessary to tell you that the activities of various committees of this Association and of the State Association have been constantly appearing before these boards, or their representatives, trying to educate

them in what is fair and just and proper in our area for the social and economic progress of our people.

Key to Economic Solution

The American Cotton Manufacturers Association, which is a key to the economic salvation of the South, is the natural leader in preserving the ideals and principles which have made the South great.

A study of industrial leadership also reveals that there are no more outstanding men than those who manage the Southern textile mills. They are broadminded; they are social and progressive in their thinking, they are intelligent and fair in their philosophies and ideals. To try to tell you people and this nation what the national influence of this group has been would be a romantic story of realism so great that it would stagger belief.

In the days of the N. R. A., the entire national pattern was set by Code No. 1. It was the pacemaker and inspiration for practically all groups and Southern mill men, in a large measure, wrote this code of co-operation and progress in the chaotic days.

Industry Committee No. 1 is already the committee dealing with the textile industry; and several other industries, both related and unrelated, have indicated that they want to hold back the action of their committees until Committee No. 1 has made its report and its provisions have been validated.

Again, Southern textile men are setting the national pattern, and who are these Southern mill men—they are active members of the American Cotton Manufacturers Association, who have sacrificed time and energy trying to build an industry capable of expressing the highest social and economic ideals in industrial life.

The American Cotton Manufacturers Association, through its Board of Governors, is a forum on which all of our textile problems can be discussed and policies developed for the good of this industry.

Leadership and ideals of industry are developed in this Association. Industrialists and the public are informed and educated in the best plans and policies.

If time would permit, it would be interesting to call the roster of industrial statesmen that the South has produced and then to compare the list of textile leaders. In my own judgment, this group would excel by far any other group.

Someone may say, what have the above statements to do with a secretary's report? In my opinion, a secretary's report is not a personal report, but a report of the Association's accomplishments.

The above statements indicate the continued activities of constructive co-operation and protective leadership among and for its members.

Developing Men

An organization that develops men able to cope with legislative and extra judicial boards, which are sometimes biased with sectional or class prejudice, in such a way that some degree of fairness can be attained is indeed a function for the glory and satisfaction of its constituents.

In making these statements, I do not wave the flag of sectionalism, or class consciousness. I am merely stating a condition that must be met because it has been forced

(Continued on Page 52)

RESEARCH*

By Fuller E. Callaway, Jr.

I ASKED a friend of mine the other day who is quite educated "what is Research?" He said "Research is what you are doing now in trying to get up something to talk about at the Convention."

I think there is no doubt that most people when thinking of research immediately visualize a scientist who sits at a desk in an air conditioned laboratory and looks through a microscope at objects which are invisible to man's naked eye. While it is true that this scientist may be doing research work under these conditions, nevertheless, this average man's conception is much too narrow to do justice to a subject as broad as research.

To get back on a broader basis, let us see why research comes about. As I see it, the world and everything in it is divided into two major parts; first, the known and, second, the unknown. Research is the work of endeavoring to change any part of the world from the unknown classification to the known classification.

Just as we divide the world and all things in it into two parts when thinking about research, I like to divide all the people in the world into three parts when thinking about research.

First, we have those people who are satisfied with everything and everybody. We might call these the happy-go-lucky or Pollyanna type. Unfortunately from the standpoint of day by day happiness and fortunately from the standpoint of progress, we have very few of this type of person.

Second, we have those people who are not satisfied with the old world of ours as it is but who are not willing to do anything constructive to change things, but just sit under the cork tree and gripe. These we call the "grippers." I think we all will agree that too large a part of our population comes within the definition of this second classification.

Third, we fortunately have a third classification, made up of those people who are dissatisfied with our old world as it is but who are willing to put their heart and soul into the task of improving the objectionable features. In this classification we have our great doctors, teachers, lawyers, statesmen, and scientists. Research men and all men who are research-minded come under this third classification.

In this illustration of research, you will note that I am using the broadest conception rather than a definition confined to some particular individual field. Under this

broad conception, all work toward bringing the realm of the unknown into the realm of the known is research.

The man who first crossed an ocean, the man who first explored a continent, the man who flew high among the clouds, was doing real research work just as much as the man who discovered electricity, the man who invented the radio, or the man who today sits at his desk in an air conditioned laboratory and looks through a microscope at objects which are invisible to the naked eye.

So you see research in its broad sense is not as is frequently presumed some kind of magic which deals with complicated formulas, test tubes, and mysterious chemical reactions.

Research was born with the first mental question mark and will continue so long as a man lives whose mind can conceive the question and whose hand and heart respond in an endeavor to find the answer.

Research, fact finding, changing the status of the unknown to the status of the known, can be applied to any problem. Research is a much more practical and satisfactory answer to a problem than "gripping."

To industry the fruits of research have been great, and to the people of our country have been given new necessities, new comforts, new conveniences, new aids to health and happiness, new leisure and new jobs.

Take any industry you like, study its history, and somewhere you will find the powerful and whole-

some influence of research. Usually the industry has prospered and grown in proportion to the development of its research facilities.

The chemical industry has been developed in its entirety from research. The automobile industry could not have attained its present position without research.

In 1920 there were only 500 industrial research laboratories in the United States, whereas today there are 1800. How many of these laboratories are operated by the textile trade? I am sorry to say very few of them.

I know what some of you are probably thinking. You are thinking about that old worn out theory that the textile industry is so old, that there is little left in the realm of the unknown, which even if known, would be of aid to our industry. Gentlemen, this is a sour grapes theory and its only value is to salve the conscience of the textile executives who are unwilling to change their classification from that of "grippers" to that third classification



*Address delivered at the meeting of the American Cotton Manufacturers' Association, New Orleans, La.

(Continued on Page 47)



**A New Generation
The X Family of Looms
Succeeds the Old Timers
Who Held the Stage for 40 Years**

Young X Model graduated from College in 1930

By 1935 he had Completed his Apprenticeship—Proved his Worthiness and Made Good in the Textile field

He was Joined by two Stalwart Brothers ♦ Other Brothers have left the Fitting School this year to take Their Place in the activities of the Family Partnership

X XD XK XL! They are a husky hustling Quartet of Workers
They Are Speedier ♦ They Are More Skillful ♦ They Are Greater Producers than their Oldster Forebears who Ruled the Weaving Field from 1894 to 1935

**Tie Up to These Youngsters
The Old Man Has Put it Up to Them
Why Don't You?**

Draper Corporation

Atlanta Hopedale Spartanburg

Industry Takes a Hand In The Cotton Crisis*

By Dr. Claudius T. Murchison

AS a general policy the cotton-textile industry in past years has not chosen to be vocative in matters pertaining to raw cotton legislation. It did at one time pay its respects to the processing tax and stands ready to do so again if necessary. But as regards the broader aspects of the cotton problem in its relation to government the industry as a whole has been content to leave the legislative decisions to the farmers, the Congress and the government experts. So long as the cotton problem was considered to be primarily agricultural involving in great degree only the question of farmer welfare the industry was willing to go along with the fullest measure of sympathetic co-operation.

But the problem refuses any longer to be purely agricultural. Under the method of treatment which it has received the infection has spread and now its toxic effects are felt throughout the entire range of cotton manufac-



Dr. Claudius T. Murchison
President of the Cotton Textile
Institute

ture and commerce. The exports of raw cotton have dropped to the lowest point in fifty years. The domestic markets for cotton goods have become sluggish to the point of stagnation. Not knowing the when or the how of anything the industry faces each day the fear that the artificial foundations may be struck from under the structure of cotton prices or that higher superstructures of costs and barriers may be imposed. The most prudent management, whether its commitments are of purchase or of sale, finds it virtually impossible to employ the usual safeguards for protection against losses. An industry already beset by many ills can not long endure this additional one. If cotton can not be processed and fashioned into articles of consumption with some degree of safety and security, the time will eventually come when there will be no further need to grow cotton. We have, until a dangerously late hour, ignored the fundamental truth that if we are to save the farmer we must first save cotton as an article of commerce and consumption.

But however late, the hour has finally come. By November of last year it has become apparent to everyone that the government loan policy was diverting cotton

from the export trade; had created a great price disparity between American and foreign cotton; had established a fixed, artificially high price in the United States; had turned completely up-side down all price relationships on the futures market; had accumulated and was still accumulating in government hands the greatest cotton surplus in world history while at the same time making it increasingly difficult for spinners to obtain their legitimate requirements, and was destroying all confidence on the part of buyers both at home and abroad in ultimate cotton values and so effectually retarding the movement of cotton products into the channels of consumption.

All Interested Groups In Agreement

From the challenge of this crisis the industry could no longer stand aloof. From Maine to Texas all men whose lives are bound up with cotton in any capacity whatever gave themselves intensively to the search for a sound answer to the problem. Efforts were made through group and associational meetings to co-ordinate the best thought of the industry and if possible to merge it with the thinking of the growers, the shippers, seed crushers, selling agents, wholesale and retail distributors. The hope that the opinions of so many separate groups might be welded into a single body of consistent guiding principles was amply fulfilled. No man can charge that the industry has met this problem only with complaint and criticism. All groups whose major interest is cotton, and beginning with the farmers, are agreed on the following constructive principles:

1. That cotton should be permitted to find its own natural competitive price level in accord with economic law.
2. That no further expansion of government loan cotton be permitted.
3. That the present excessive loan stocks be reduced by gradual and orderly liquidation through the normal channels of trade and in a way which will not abruptly or unduly impair world market prices.

The first of these principles which calls for the restoration of a free market for cotton is without prejudice to the acreage curtailment program and is not intended to be in opposition to compensation benefits to farmers. It of course carries necessarily the implication that compensation benefits to the farmer whether in the form of direct payment at the time he sells his cotton or any other form shall not serve as an artificial inducement to withhold his crop from normal marketing channels or divert it into government loan stocks at a rate in excess of the going market price.

Liquidation of Loan Surplus

The principle of gradual and orderly liquidation of the present loan surplus assumes an indefinite period of time which might be anywhere from five to ten years. The

*Address delivered at the meeting of the American Cotton Manufacturers' Association, New Orleans, La.

GOOD BUSINESS NEWS

Open Account Financing Scores Double Success

Slow-pay Customer Takes Tip From Creditor--Business and Credit Now A1

TO put reverse English on the old proverb, "one man's meat can be nourishing diet for the other fellow, too."

The Brown Corporation* was a regular user of our service. It gave their company money-power far in excess of what its regular connections had provided.

Brown had been selling considerable merchandise to Black & Company,* getting cash advances on shipment from us and clearing them off the slate as Black's checks came in.

But gradually, Black began taking longer time to pay.

Since he had long been a good customer of Brown's, we frequently permitted an extension of time, but advised a frank talk to see where things were heading.

They quickly found the reason. His regular bank credit wasn't enough to finance the volume of sales Black needed. His working capital was

continually frozen in receivables. First he had to pass up discounts on his payables. Next, he was passing due dates.

Brown explained our service . . . told how it was helping him. He urged Black to consult us. We were called in. We negotiated an arrangement, effective immediately . . . without red tape or delay.

Then Black's business curve started up again. In little more than a year, Dun had improved his credit rating to A1. By the end of 1938, his net worth was nearly \$200,000 greater, a healthy increase of nearly 30%.

★ ★ ★ ★

Which would be better for your business—a borrowing capacity set by routine consideration of your capital investment and an audit of your present condition? Or, a flexible financing system that looks ahead and provides liquid cash for financing new sales as fast as you can make them? Write "Dept. TM" for our free booklet "CAPITAL AT WORK".

*A fictitious name, but the facts and figures, taken from our records, can be certified.

COMMERCIAL CREDIT COMPANY

"Non-Notification" Open Account Financing

BALTIMORE

BOSTON

NEW YORK

CHICAGO

PORTLAND, ORE.

SAN FRANCISCO

CAPITAL AND SURPLUS MORE THAN \$65,000,000

duration would necessarily depend both upon the course of world cotton consumption and of domestic cotton production and no one knows what either will be. There is at present no important sentiment for further acreage reduction through government action, and Congress now appears unwilling to release back to the farmer his loan cotton at a reduced rate in exchange for voluntary acreage reduction. Hence, it is reasonable to assume that in the years which lie immediately ahead a normal cotton crop for the United States will be about twelve million bales. Unless we have great success with our cotton promotion efforts we can not reasonably anticipate a domestic consumption of more than seven million bales a year on the average. The annual residue of five million bales may constitute a problem and certainly in the light of present world conditions does not justify optimism relative to a speedy liquidation of the huge government surplus. However, we occasionally have very bad crop years and these may provide the desired salvation.

Senator Smith's amendment to the Agricultural Adjustment Act of 1938 as introduced in the Senate a few weeks ago incorporated all of the above-mentioned principles. Many friends of this bill from the beginning felt that some of its financial provisions were far more than adequate to attain its desired objectives. A maximum benefit payment of five cents a pound made to the farmer at the time he sold his cotton would, without doubt, keep cotton out of the loan, but at the same time it might occasion a government outlay of as much as three hundred million dollars if cotton should go as low as 6½ cents per pound. Inasmuch as other agricultural commodities were waiting in line for a similar payment, and since the Agricultural Adjustment Act of 1938 provides that cotton should not have more than 40% of the total appropriation for such purposes, a sum of three hundred million dollars for cotton meant in effect a total appropriation of over seven hundred million dollars for all agricultural commodities. Strong opposition was at once interposed by the White House, the Treasury and the economy members of the Congress.

Crop Would Move Into Normal Channels

Faced with this opposition, Senator Smith offered a revision of his bill which would provide a maximum payment to farmers of three cents a pound payable at time of sale. These payments, however, are to be made only in the event that cotton prices fall below 65% of parity and the amount of the payment will represent the difference between the actual price which the farmer receives and 65% of parity. At present, 65% of parity is 10.14 cents a pound. The farmer would, therefore, receive his maximum benefit if the price of cotton drops to 7.14 cents per pound. There is little doubt but that this payment would effectually prevent any further loan accumulation. It is estimated that the loan rate for the forthcoming crop will be set at approximately 8.10 cents per pound. Inasmuch as the farmer will forfeit his benefit payment if he uses the loan, it is probable that cotton could drop as low as 5½ cents a pound without appreciably checking sales of cotton into the normal channels of trade.

The revised Smith Bill also provides that cotton may be released from the loan fund prior to August first of this year up to a maximum of five hundred thousand

bales provided the price is not less than 8.30 cents per pound. This will insure against any possible squeeze in the market before that date and at the same time offer no threat to existing price levels. In subsequent years, cotton may be released from the loan stocks in amounts not greater than two and a half million bales per year and only during the months from January to August inclusive and at a price based on the price average of the ten spot markets on the preceding day with allowance of thirty points to compensate the farmer for the trouble of repossession. These releases are further safeguarded by the provision that they be permitted only at the discretion of the Secretary of Agriculture. Under this revised plan the maximum cost to the government would be one hundred and eighty million dollars and that cost would be realized only if the price of cotton dropped to 7.14 cents per pound.

Farmers to Repossess Cotton at 3c Per Pound

Senator Smith's original bill also provided that for the crop year of 1939 farmers might repossess their loan cotton for three cents a pound in return for declining to produce an equivalent amount of cotton on their allotted acreage. Later this feature of the bill was introduced as a separate measure by Senator Bankhead and the three-cent offer was raised to five cents, whereupon it was passed by the Senate. However, it is not expected to pass the strong opposition which has developed in the House. Owing to the lateness of the season its ultimate fate, however, is not of importance. The essential features of the Smith amendments, as revised, mainly their conservative treatment of the surplus loan stocks and the moderate payments to be made to farmers for diverting their cotton from future loan stocks, still await action and can no longer be regarded as unreasonably expensive from the standpoint of the Treasury.

Export Subsidy Plan Confusing

But, in the meantime, the entire business of working out a sane, long-range treatment of the cotton problem which will preserve cotton as a commodity as well as the cotton farmers, has been thrown into utter confusion by the proposal of the Administration for a cotton export subsidy. This proposal from the Administration was all the more surprising in view of the speech which the Secretary of Agriculture made at Fort Worth, Texas, on September 30 of last year. From that address I quote only two paragraphs which are in unequivocal language and very much to the point:

"... Unlike wheat, however, an outright export subsidy does not appear to be called for in the case of cotton. The reason is that none of the cotton-exporting countries competing with us is using this method, whereas in the case of wheat the use of this method by other countries has forced us to do likewise. If used on a large scale and over a period of time, export subsidies employed by competing countries are mutually self-defeating. They amount to an international price war that is bound to be destructive in the end. I believe it is far better for the competing countries to get together and work out trade arrangements on a sensible and equitable basis. This old world has got to give up its policies of dog-eat-

(Continued on Page 39)

"Our cards, winders and looms make better production records with **GULF'S HIGHER QUALITY LUBRICANTS**" ...SAYS THIS MILL MANAGER

(Right) "The Gulf engineer gave us the right recommendations for loom lubrication and it has paid us to carry them out," says this overseer.

(Below) "These cards were installed forty years ago," says this overseer of carding, "but they are making excellent production records today with Gulf's higher quality lubricants in service."



(Right) For the proper lubrication of these modern high speed winders, Gulf Universal Oil and Gulf Harmony Oil—two quality brands in the Gulf line—are used.



"WE use Gulf's higher quality lubricants as 'production insurance' in our plant," says this mill manager. "The better oils cost a few more cents per gallon, but we more than save the difference by improved production and lower costs for maintenance."

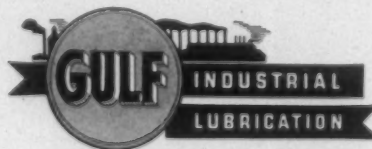
Progressive mill operators everywhere are adopting this farsighted viewpoint of lubrication. Thus, they are able to meet today's demands for lower operating costs—by protecting all mechanical equipment against excessive wear and repair expense. Power bills are lower, production flows more smoothly and there is less spoilage of the product when lubrication practice as recommended by an experienced Gulf engineer is adopted.

You may feel that your lubrication is satisfactory, but we suggest that you ask a Gulf engineer to check over all of your equipment with you. He is a specialist in the scientific application of lubricants exactly suited

to each requirement, and will probably be able to suggest means of improvement which will help you increase efficiency and save money.

GULF OIL CORPORATION • GULF REFINING COMPANY

GULF BUILDING, PITTSBURGH, PENNSYLVANIA



ALSO A COMPLETE LINE OF FUEL AND FURNACE OILS

How To Prevent Uneven Yarn

Following are further articles submitted in the contest on "How to Prevent Uneven Yarn." A total of 75 articles were submitted, and the winners will be announced as soon as the judges have had time to properly read the articles and judge their merit.

NUMBER TWELVE

The causes of uneven yarn may be put into two classes. The first we may call Major and the second we may call Minor. I speak of the causes of unevenness for when we find or locate the cause the remedy suggests itself.

Major causes are those that occur when a bad stock of cotton, or a different stock of cotton is started in the mill before the old stock is completely run out. When these two cottons are blended together we usually get an uneven strand of yarn which no amount of human endeavor can remedy until the raw stock has become balanced. When one grade of cotton is being run the chances are that we will produce an even strand of yarn, provided all of our machines are perfect mechanically, and assuming that the cotton is of the same age, moisture content, and staple. If we mix in new cotton, made in a different year, these two cottons will not properly blend and un-



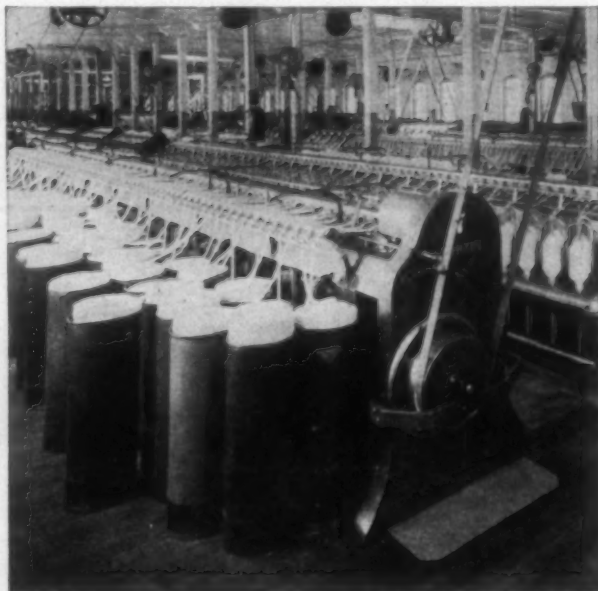
evenness is inevitable. So far as possible all cottons of the same grade and character should be run up before the new cotton is started in. I said if possible for some mills can not always do this.

When we are certain that our cotton is correct one should start with the pickers and continually check up on them in order to see that the laps are of correct weight. I think it would be far better if we should get a yard weight on our laps instead of the common method of lap to lap weight. I understand that one prominent machine manufacturer makes a machine for this purpose. Uneven laps will cause uneven card and drawing sliver and once uneven cotton gets by the drawing machine it is practically impossible to eliminate it in the future processes.

Another major cause is the human element. This is

the fault of the overseer in charge. We may call it indifference, unconcern, or inattention, and sometimes lack of foresight. Replacement is the only remedy here which needs no further discussion.

The Minor causes are those agents of variation, not from frame to frame, but from end to end on the same frame. These Minor causes are no less important than the Major ones for if they are allowed to exist they will become Major causes. These Minor causes are many and varied. A loose roll neck will cause variation. Weights hanging uneven, rolls set too close or opened too far, and insufficient weight on top leather rolls will cause unevenness. Incidentally this matter of roll weighting should be thoroughly investigated and adjusted to the requirements of each individual plant. The life of the leather roll is seriously curtailed by friction with the steel roll when we do not have enough weight on them to prevent this slipping between the leather and the steel roll.



Bad skewers and broken and defective roving steps will stretch the roving which will cause unevenness. Insufficient stroke on the roving traverse will soon wear a groove in the leather roll, causing thick and thin places. Travelers too light lets singlings go through, travelers too heavy takes the elasticity out of the yarn. Bands with not enough tension will produce soft, untwisted yarn. Worn spindles and bolsters will cause unevenness. Letting the slip roll on long draft spinning get dirty is a certain means of producing yarn that is far from even. The relative humidity which helps to produce the best strand of yarn should be decided upon, then checked frequently not by personal feelings but with some reliable mechanical instrument.

Continuing from personal observation I have noticed



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that when the spinning room is stopped off and some other part of the mill is running the continual vibration of the plant will shake down some of the roving in the top creel and on starting the frame if this slack end of roving is not pulled back it will have a tendency to go through the trumpet in a bunch, making thick places in the yarn.

Mills equipped with automatic cleaners should not expect them to cover too many frames. The sellers of these machines usually have a tendency to recommend too great an area for their machines to cover. Naturally if a cleaner doesn't get back to the original starting point before the creels, guides, rails, etc., collect lint, this lint that has collected will be blown into your yarn making for unevenness. The agitation of the air caused by the cleaner fans reduces the relative humidity, therefore it should be raised after installing these cleaners.

In conclusion I may add that the cause and the prevention of unevenness are so interwoven as to think of the other when one is mentioned. This matter of unevenness should be a constant daily and hourly concern of the overseer in charge. Close observation should be the daily rule instead of the exception, for the ounce of prevention in this matter is worth far more than the pound of cure.

X. Y. Z.

NUMBER THIRTEEN

In order to prevent uneven yarn, we must first consider the staple that is going into our product. Variations in staple length may be eliminated by a careful selection of the staple. Careful blending of the staple is necessary in producing good yarn, as it has been seen that if an excessive amount of waste is mixed with the cotton it will weaken the yarn.

The picker room is a vital point in making even work; therefore, all lap variations should be averted. Keep constant check on lap weights by scientific testing equipment and trace the heavy and light places down. If these places are caused by any defect of the machine, this machine should be righted at once. Regular routine inspection of laps on the lap meter will help, thus seeing and accurately weighing each yard of lap from every machine in the room. As a few hints, see that the evener motion is in proper condition at all times, keep the lap racks in condition, have lap sticks of same weight, and see that the sticks are straight. The friction shoes should be in

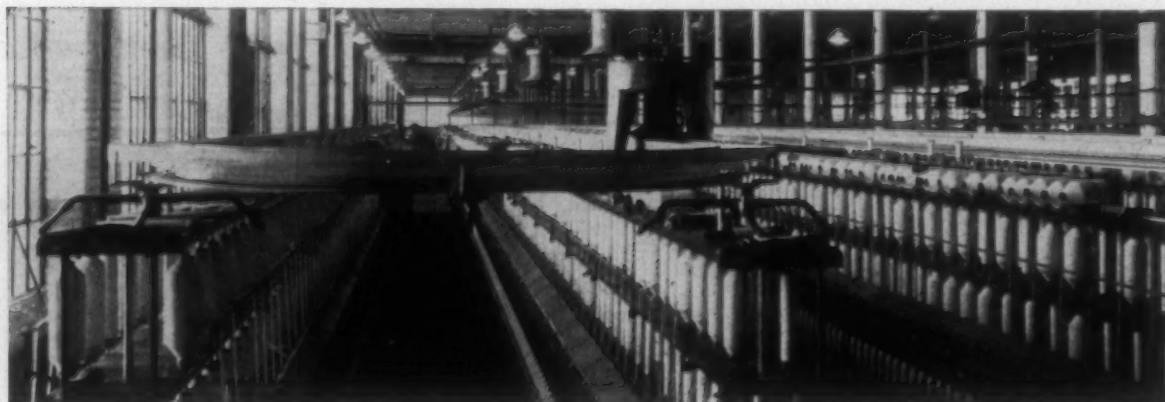
good condition at all times. Picker laps should be corrected to the moisture content of the room at every minute of the day. All feed roll settings should be proper; insure this by good gauges, and do not use rolls that have worn flutes.

The treating of the lap in the card room is of the utmost importance, for it is in this department that the staple receives its initial treatment. All card settings should be correct to the thousandth of an inch in order for the cotton to be properly carded; therefore, one can not stress too much care of the card. The clothing should not be abused by lumps. Poor grinding will not permit the proper treatment of the staple, because proper combing or straightening can not exist if the card is dull. Poor stripping and piecing up the ends too soon after stripping will give an uneven card sliver. Poor creeling of laps and overlapping the end will cause a great amount of uneven sliver. Worn feed roll bearings should be eliminated in any room that has such conditions. Worn lickerin shrouds and different sized trumpet holes are known as uneven work breeders. Nurse the cards, for once the work is made wrong here it can never be corrected. Exercise care of the card by using efficient card grinders.

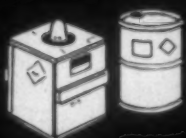
Now that the card sliver enters the drawing several causes of uneven work may be revealed, such as steel roll untrue, calender rolls worn and untrue, worn flutes in the steel rolls, worn draft gearing, and any number of other causes which will give uneven work from the drawings. This particular machine must be kept in the best of condition for good work. If the controlled draft is being used, it is of utmost importance that the laps be properly made. Too much stress can not be put upon the creeling of the lap winders, as doubling of the sliver on the creel table will produce a heavy, uneven sliver or bad piecing will pull loose and give thin places after the sliver is drawn. On the five roll drawing frame atmospheric conditions will give uneven work, cold weather with a dry atmosphere causing the web to be flaky or thick and thin. This trouble never arises when the temperature of the room is 70 degrees Fahrenheit or above. Particular care should be given to cleaning the clearers on the drawing frame, for if the clearer waste gets through the trumpet it will draft through the next processes, thus giving a yarn that is uneven and dirty.

On slubbers and intermediates, it may be well to men-

(Continued on Page 42)



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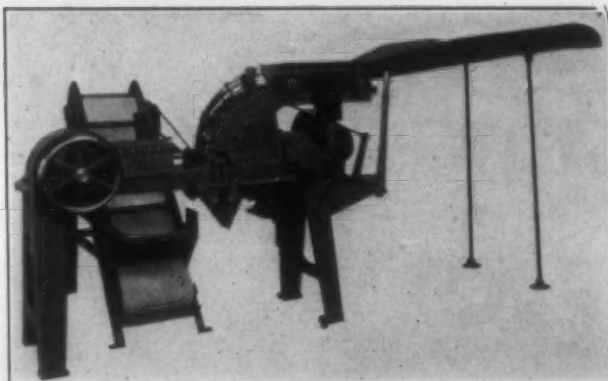
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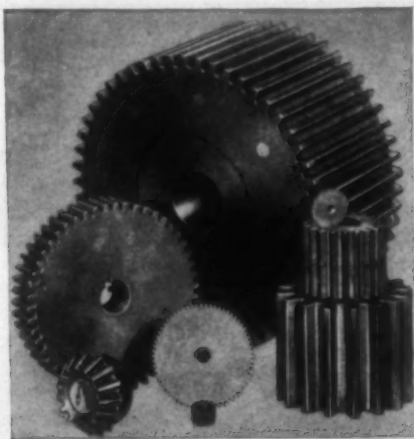
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Receiver Appointed for Locke Cotton Mills

John W. Clark, president of the Randolph Mills, Franklinville, N. C., has been appointed receiver for the Locke Cotton Mills, Concord, N. C.

While no definite decision has been made, it is probable that the machinery and real estate will be sold and the company liquidated. The high local tax is said to be a hindrance to future operations.

Change Name to Sipp-Eastwood

The name of the Warp Twisting-In Machine Company has been changed to Sipp-Eastwood Corporation.

The office at 9 East 40th Street, New York City is closed, and all business heretofore carried on by the Warp Twisting-In Machine Company will be conducted by Sipp-Eastwood Corporation, 39 Keen Street, Paterson, N. J.

Cotton Spinners Operate at 86.6 Per Cent of Capacity

Washington, D. C.—The Census Bureau reported the cotton spinning industry operated during March at 86.6 per cent of capacity on an 80-hour, two-shift week basis, compared with 87.8 per cent during February this year, and 66.6 per cent during March last year.

Spinning spindles in place March 31 totaled 25,827,970 of which 22,472,330 were active at some time during the month, compared with 25,854,048 and 22,524,742 for February this year, and 26,524,914 and 22,288,098 for March last year.

Active spindle hours for March totaled 8,235,568,348 or an average of 319 hours per spindle in place, compared with 7,170,852,398 and 277 for February this year, and 6,485,416,000 and 245 for March last year.

Spinning spindles in place included: In cotton growing States, 18,607,766 of which 17,042,764 were active, compared with 18,618,538 and 17,088,830 for February this year, and 18,793,508 and 16,790,022 for March last year; and in New England States, 6,420,464 and 4,812,106, compared with 6,435,770 and 4,819,584, and 6,930,334 and 4,878,100.

Active spindle hours included: In cotton-growing States, 6,424,370,180, or an average of 345 hours per spindle in place, compared with 5,624,106,521 and 302 for February this year, and 5,063,517,605 and 269 for March last year; and in New England States, 1,650,407,099, or an average of 257, compared with 1,408,787,304 and 219, and 1,280,739,956 and 185.

Active spindle hours and the average per spindle in place for March, by States, follow:

Alabama, 630,097,266 and 337; Connecticut, 137,775,087 and 259; Georgia, 1,158,623,959 and 358; Maine, 200,289,259 and 304; Massachusetts, 876,831,430 and 242; Mississippi, 48,675,913 and 243; New Hampshire, 109,334,115 and 220; New York, 69,442,815 and 195.

North Carolina, 1,898,533,608 and 320; Rhode Island, 291,632 and 298; South Carolina, 2,131,170,173 and 374; Tennessee, 225,604,110 and 381; Texas, 82,221,133 and 325; Virginia, 206,830,304 and 324; all other States, 159,748,544 and 217.

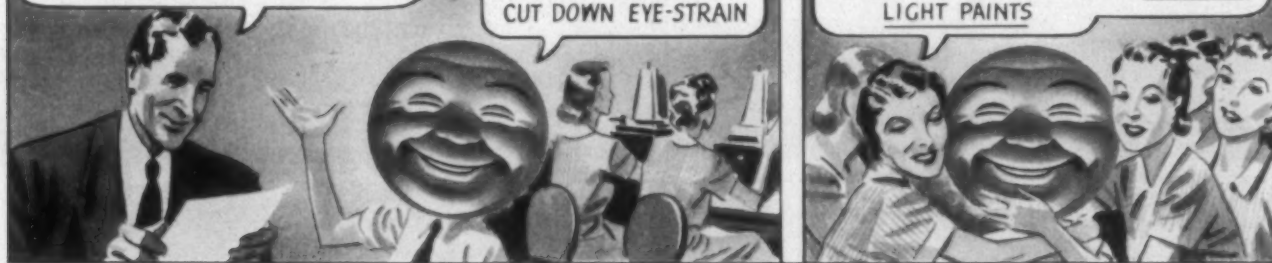
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able illumination. This helps do away with the nervous tension and fatigue often caused by incorrect lighting—brings you better working conditions, increased production. Pittsburgh's Glorified Light Systems—there's one for every type of factory—are fully described in the book, "Glorified Light." Send for your copy and see how much glorified light will help in your plant.

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Personal News

Claude L. Wyrick has taken the place of the late I. E. Craig at the Lola Mills, Stanley, N. C., as manager.

James B. LaMar is now in charge of designing and sample work at the Spray, N. C., office of Marshall Field & Co.

W. F. Gaston, formerly of Laurens, S. C., is now overseer of the cloth room at the J. W. Sanders Cotton Mills No. 3, Meridian, Miss.

Miss Carrie Ward is now second hand in the cloth room at the Monaghan Plant of the Victor-Monaghan Company, Greenville, S. C.

J. W. Moore, formerly of Prattville, Ala., is now overseer of carding at the J. W. Sanders Cotton Mills No. 3, Meridian, Miss.

Jas. Whitmire has resigned as paymaster at the Slater Mills, Slater, S. C., to enter a business school in New York City.

Chas. H. Stone, Southern production manager of the American Cyanamid & Chemical Corporation, has been elected president of the Rotary Club of Charlotte, N. C.

A. H. Randall, for eight years assistant general superintendent of the Alabama Mills, Inc., has been made general superintendent.

P. A. Gwaltney, of McColl, S. C., has been elected chairman of the board of the Marlboro Cotton Mills of that place, succeeding D. K. McColl.

David D. Carroll, of Bennettsville, S. C., has been named treasurer of the Marlboro Cotton Mills, McColl, S. C.

Bentz S. Howard has been named superintendent of the Spray (N. C.) Woolen Mill unit of Marshall Field & Co. He was formerly director of designing in the Spray office.

J. B. Reeves, formerly overseer of the cloth room at the Jackson Mills, Iva, S. C., is now employed at the Piedmont (S. C.) Manufacturing Company, in a similar capacity.

Carl A. Rudisill, secretary and treasurer of the Carlton Yarn Mills, Howell Manufacturing Company, and Nuway Spinning Company, Cherryville, N. C., has been named to the board of trustees of the University of North Carolina to serve an eight year term.

W. B. Massey, formerly second hand in the cloth room at the Monaghan Plant of the Victor-Monaghan Company, Greenville, S. C., has been transferred and promoted to the position of overseer of the cloth room at the Victor Plant of the same company at Greer, S. C.

George A. Sloan was recently elected chairman of the executive committee of the Metropolitan Opera Association, New York City.

J. R. Dover, Jr., president of the Dover, Esther, and Ora Mill Companys, has been elected president of the Shelby, N. C., Rotary Club.

John Hunter, former secretary of the Tupelo Cotton Mills, Tupelo, Miss., is one of the organizers of Hunter-Thomas, Inc., which concern will manufacture dress shirts at Tupelo.

H. S. Adams, assistant treasurer of the Chester, S. C. plant of the Springs Cotton Mills, has been chosen president of the Chester Soft Ball League.

E. A. Terrell, of Terrell Machine Company, Charlotte, N. C., has been named a member of the National Association of Manufacturers' Committee on Patents and Trade Marks.

J. R. Brown, for many years superintendent of the Stonewall Cotton Mills, Inc., Stonewall, Miss., has accepted a similar position with the J. W. Sanders Cotton Mills No. 3, Meridian, Miss.

W. C. Frazier of Opp, Ala., is now overseer of weaving at the J. W. Sanders Cotton Mills No. 3, Meridian, Miss. Mr. Frazier has recently married Miss Neva Napp, of Clanton, Miss.

J. C. Platt, agent of the Chicopee Manufacturing Company, and Yates Smith, secretary and treasurer of the ainesville Cotton Mills, have been elected directors of the Rotary Club of Gainesville, Ga.

R. W. Jennings, superintendent of the Lanett, Ala., mill of the West Point Manufacturing Company, has been made a member of the Alabama State Board of Agriculture and industries.

Eastern Carolina Division of Southern Textile Association To Meet in Raleigh May 6th

The Spring meeting of the Eastern Carolina Division of the Southern Textile Association will be held at the Textile Building, State College, Raleigh, N. C., on Saturday, May 6th, 9:45 A. M. Dean Nelson, of the Textile School, will give the address of welcome.

The discussion will center around lubrication for the textile mills. A sound movie will be shown, illustrating the principles of lubrication of all types of bearings, gears, etc., and showing the types of oils that should be used for various applications.

Following the picture there will be discussion from the floor on lubrication, which will be followed by a discussion of matters of general interest to the textile industry.

Officers will be elected at this meeting.

Elected Vice-Presidents of American Cotton Manufacturers' Association



Robert R. West, right, president of the Riverside and Dan River Cotton Mills, Danville, Va., was elected first vice-president of the American Cotton Manufacturers' Association at the recent convention in New Orleans; F. W. Symmes, president and treasurer of the Union-Buffalo Mills Company, with mills at Union, Buffalo, and Fairmont, S. C., was elected second vice-president.

Textile Fraternity Picks Eleven Students

Raleigh, N. C.—Eleven students from the junior and sophomore classes were elected today to membership in the N. C. State College chapter of Phi Psi, largest textile fraternity in the nation.

Elected to membership in Phi Psi were W. H. Ritter of Greensboro; M. L. Crawford of Spartanburg, S. C.; P. D. Kaley of Scranton, Pa.; W. B. Morrison of Concord; G. M. Brannon of Rockingham; F. A. Decker of Charlotte; F. M. Clements, Jr., of Greensboro; C. K. Watson of Red Springs; J. W. Rufty of Spencer; W. S. Murdock of Salisbury; and J. E. Rogers of Concord.

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Ed Kempton Organizes New Company

Edward S. Kempton announces the organization of the Kempton Parts & Spring Company, of Gastonia, N. C., to distribute unpatented special machine parts, small screws, nuts, bolts, washers, bearings, bushings, guides, textile specialties and springs of every description. A large stock of special springs, bearings and parts will be carried in Gastonia for the convenience and prompt service to the mills. Mr. Kempton is well qualified to manage this business having had many years experience in textiles and in manufacturing and selling textile machinery. He will continue to call on his many friends throughout the South, in interest of the new company.

New Hough Shade Illustrated Folder

Hough Shade Corporation of Janesville, Wis., has released a descriptive and illustrated folder entitled "Healthy, Vigorous, Clear Thinking Workers."

This folder tells how to obtain up to 40 per cent more light without drafts, thereby increasing the efficiency of workers and output of plant to a corresponding degree.

The Hough Shade Corporation has devised special equipment to take care of every type of industry . . . textile mills, laundries, silk spinning, and other industries requiring a high relative humidity, as well as for plants that have devastating acid fumes present.

They also manufacture all types of office and factory windows, monitors and skylights.

Court Order Sets Aside N. L. R. B. Order at Cone Mill

Richmond, Va.—The United States Fourth Circuit Court of Appeals, acting with the consent of the National Labor Relations Board, on April 17th set aside an NLRB order requiring the Revolution Cotton Mills Company, Greensboro, N. C., to cease "unfair labor practices" and disestablish the Revolution Flannel Workers Union as representative of the company employees for collective bargaining purposes.

The consent decree also denied the NLRB's petition for enforcement of its order against the company, which was entered October 24, 1938.

The R. F. W. U., which is not affiliated with any outside labor organization, had petitioned the court to set aside the NLRB order, after denying charges the union was "dominated and interfered with" by the management of the cotton flannels manufacturing company.

The record of the case showed the NLRB held the company had contributed support to the R. F. W. U. and "had thereby interfered with, restrained and coerced its employees in the exercise of the rights guaranteed in Section 7 of the (National Labor Relations) Act."

Draper Corp. Lets Building Contract

Hopedale, Mass.—The Bathelt Construction Co. of Holyoke has been awarded the contract by the Draper Corporation to erect an additional story to the present carpenter shop and lumber storage of the Hopedale plant.

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Contributions on subjects pertaining to cotton, its manufacture and distribution, are requested. Contributed articles do not necessarily reflect the opinion of the publishers. Items pertaining to new mills, extensions, etc., are solicited.

The New Orleans Meeting

The features of the New Orleans meeting of the American Cotton Manufacturers' Association were the attendance and the character of the addresses.

The registration, which was one of the largest in the history of the Association, exceeded 450 and included most of the leading cotton manufacturers of the South.

The outstanding address was that of President John H. Cheatham. He won the admiration and applause of his audience when, in a two-fisted manner, he faced the problems which confront the cotton manufacturing industry.

Referring to the powerful lobby which makes it possible for jute, which is produced with cheap labor in India, to replace cotton in America, President Cheatham said:

The placing of jute on a properly competitive basis with cotton in this country would open an additional market for approximately one and a half to two million bales of cotton in this country. The impartial American citizen is amazed that any influence could be exerted upon Congress to kill a bill that would be so helpful to one of the country's leading industries, and the hundreds of thousands that are dependent upon it for support.

Speaking of the Wagner Law, President Cheatham said:

It is probably true that, if the administration of the Act had been placed in the hands of fair, impartial, and loyal-minded American citizens, motivated solely by the desire to bring about fair and harmonious working conditions between employers and labor, in the possibly

minor number of cases where same did not already exist, the Act could have been made to work satisfactorily. As the record now stands, the conclusion is inevitable that the administration of the Act was stacked with enough minds that really did not believe in the American principles of government to give its proper functioning a chance. In other words, it was sabotaged by its administrators before it got started.

B. B. Gossett delivered a very constructive address upon "Long Range Production Control" and received many compliments upon same, and the other addresses were of a very high type.

Secretary W. M. McLaurine deserves much credit for the excellent list of speakers and for the manner in which the meetings were handled.

Change of Name in Order

It appears to us that it is about time to change the name of the American Cotton Manufacturers' Association to the American Textile Manufacturers' Association.

Many of the members, including several of the leaders, are now spinning rayon to a considerable extent and attending the New Orleans meeting were some who operate rayon weaving mills and do not use any cotton. They can not be properly classed as cotton manufacturers.

This will not be the first change in name because it was organized in 1897 as the Southern Yarn Spinners' Association and held that name until 1903.

In the year 1897 a number of cotton yarn spinners were assembled in the bar room of the old Central Hotel in Charlotte and were complaining, to each other, about the low prices of yarns and about the attitude of their selling agents. After several rounds of drinks their protests took the form of an organization which they called the Southern Yarn Spinners' Association, and which later became the American Cotton Manufacturers' Association.

Small Probability of Changes in Wagner Act

While a number of hearings are being held and there is undoubtedly a strong sentiment for such changes in the Wagner or National Labor Relations Law as will make it fair to non-union employees and to employers, our advice is to the effect that there is little probability that any changes will be made during this session of Congress.

Miss Perkins and the U. S. Department of Labor are so much interested in activities and successes of professional labor organizers that their influence is being used to prevent any

amendment which would remove the advantages which are now given to organizers.

Workers, who prefer to remain out of unions, and employers have no standing under the Wagner Law, as it is primarily a law to assist union organizers.

Little TWOC Progress

According to a story published by the *Daily News Record*, after an extended investigation, the TWOC of the CIO has expended over \$2,000,000 in the South but unionized only 3 per cent of the cotton mill employees.

Upon this basis it would cost the CIO about \$60,000,000 to unionize all of the Southern mills and when they were unionized they would neither pay dues nor remain unionized.

The \$2,000,000 which has been expended in the South has come from funds taken from the treasury of the clothing workers and other Northern unions and was in the nature of an investment which was expected to produce large and permanent returns.

The Atlanta office of the American Federation of Labor says that it will lay a good size bet that less than 4,000 textile employees in the South are now paying dues to the TWOC. We do know that they have had a salaried dues collector in one town and that for several months there have been an average of less than seven textile workers paying union dues, in that town.

A few years ago a man who is a national figure in the American Federation of Labor stated that his organization had become convinced that the textile field in the South could never be developed to the point that the collection of dues would justify the expense and that is exactly what the CIO has found.

The waste of union treasury funds in the Southern textile field, by both the A. F. of L. and the CIO, has been due to their failure to study the history and background of the race which composes the Southern textile employees.

Whether they are designated as Anglo-Saxons or Scotch-Irish, they have a background and a history which inbred into them certain ideas of liberty and of freedom of action which makes them an entirely different problem from the bulk of workers in other sections.

They are somewhat emotional and rather like the idea of banding together for the accomplishment of some purpose, but they never stay united because they resent the dictation of leaders and each man feels that he is just as good as the leader and has the right to decide matters for himself.

One thing is certain, and that is that no large number of them will voluntarily pay dues to any organization. They look upon the payment of dues as paying tribute and the history of the race shows that in the course of the past several hundred years, they have many times rebelled against assessments levied upon them.

The only way in which dues can be collected from Southern mills employees is the check-off which is the taking of dues from pay envelopes by employers and delivering same to union leaders.

Such a system is so absolutely contrary to the inherited ideas of the textile mill employees of the South that no one need ever have any fear that any large number will submit for any great length of time.

We do not believe that the Government itself could force the Southern textile workers to accept the check-off because it is entirely contrary to their ideas of liberty and freedom of action.

Without the check-off very few textile mill employees will pay dues for more than a few weeks and the check-off can never be established in the South.

The CIO appears to have invested \$2,000,000 in the South but will never see the day that they receive adequate returns upon that investment.

Woolens and Worsteds Will Go South

There is not only the threat that a very large portion of the woolen and worsted industry will leave the old industrial centers of textile manufacturing and transfer the operations of the industry to the South or elsewhere to secure a lower wage cost as well as other lower manufacturing cost, but there is also a very considerable threat that woolen fabrics on the cotton system and woolen and cotton blend fabrics all produced in the cotton mills of the South are going to have a strong effect on the old-established woolen and worsted industry. Progress cannot be held back indefinitely, but an adverse effect on the woolen and worsted industry long established in the Eastern States, can be held back and delayed to the advantage of the manufacturers and the mill owners, as well as to the wage-earning possibilities of the woolen and worsted operatives, if every possible device be availed of to lower the costs of manufacturing, including lower wage costs arrived at by greater machinery extension, and the adoption of every possible labor-saving, cost-saving device and method.—*American Wool and Cotton Reporter*.

Mill News

HIGH POINT, N. C.—An order for cotton socks valued at \$52,248 has been awarded to the Thomas Mills, Inc. The order placed by the War Department will be issued to the quartermaster corps for use of the army.

GREENSBORO, N. C.—A quarterly dividend of 25 cents per share on the 624,757 shares of Burlington Mills was approved at a meeting of directors. Payment will be made May 15th to stockholders of record May 5th, it was stated by W. S. Coulter, secretary of the mills.

YORK, S. C.—The Lockmore Cotton Mill, operated by Textiles, Inc., Gastonia, N. C., is being dismantled, and the machinery will be moved to Gastonia. The mill contains more than 6,000 spindles and has approximately 130 workers on its payroll.

MOUNT HOLLY, N. C.—Whitehall Knitting Mills, Inc., has been granted a charter to make hosiery and other knitted products on \$300,000 authorized capital, with \$400 subscribed by H. A. Kelly, J. H. Head, T. A. Komorowski, and Bruno Barchuk, all of Mount Holly.

ROANOKE, VA.—Representatives of local interests and officials of the Wallner textile interests of Pulaski, and the Burlington Mills, of Greensboro, N. C., have elected officers for the Salem Full Fashioned Hosiery Mill, Inc.

T. J. Wallner, Pulaski, was elected president; J. Spencer Love, head of the Burlington Mills, vice-president, and W. S. Coulter, of Burlington Mills, was elected secretary of the Salem operating company.

Dr. J. A. L. Kolmer and F. B. Whitescarver, both of Salem, were named to the board of directors.

CHATTANOOGA, TENN.—Preferred and common stockholders of the Richmond Spinning Company, at a recent meeting, unanimously decided to liquidate the business.

T. N. Vandyke, Willard Warner, C. B. Bagley, E. Y. Chapin and Edwin McMillan, all Chattanooga textile men, were named as liquidating trustees. Mr. Chapin explained that no definite plan for liquidating the company was developed at the meeting.

The Richmond Spinning Co. is one of Chattanooga's oldest textile firms, having been founded in 1890. Engaged in the production of cotton yarn, it has been closed for two years.

For more than a year, the plant has been operated by an organization headed by Sherman P. Haight, of New York, as president; J. F. Fowler, of Cartersville, Ga., as treasurer; C. E. Bagley, of Chattanooga, vice-president, and R. E. Smith, general manager.

The present management began operation of the mills two years ago after a reorganization in which the common stockholders accepted preferred stock, issued at that time for their holdings, and a group headed by Mr. Fowler and Mr. Haight put the \$75,000 of the new money into the company for common stock.

GRAHAM, N. C.—Travora Manufacturing Company will spend approximately \$75,000 on an extension program, which will include construction of a three-story addition to the finishing plant.

FORT MILL, S. C.—Construction has been started on the \$100,000 addition to Plant No. 2 of the Springs Cotton Mills at this place, in accordance with plans announced some months ago.

NIOTA, TENN.—In the Judith Hosiery Mills 20 additional machines have been installed and have all gotten into operation. This has doubled the number of machines in this plant. These are 42-gauge machines. The company has recently finished an addition in which the new machinery set-up has been installed.

WINSTON-SALEM, N. C.—Plans for erection of a large addition to the Hanes Hosiery Mills as a result of increased production have been announced by J. N. Weeks, president.

Work on the addition will be started immediately. The building will measure 90 by 250 feet and will be of brick.

Mr. Weeks added that the expansion program called also for installation of the newest type of machinery for the manufacture of circular-knit hosiery. Additional workers will be employed.

HICKORY, N. C.—Sale of the Shuford Hosiery Mills by Wade H. Shuford to Mr. and Mrs. E. P. Rhyne and Mr. and Mrs. J. T. Shipman was announced April 18th. The new owners have taken possession and are now operating the plant. The sale price was not disclosed.

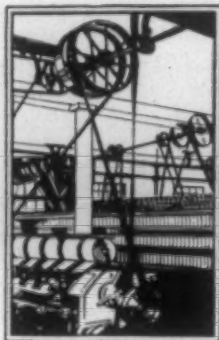
Mr. Rhyne was identified with the Piedmont Wagon Manufacturing Company until recently, when he disposed of his interests in that concern. Mr. Shipman has served as superintendent of the hosiery mills for Mr. Shuford for several years and will continue in that capacity. The new corporation has organized and elected officers, Mr. Shipman having been named president, Mr. Rhyne, secretary-treasurer, and Mrs. Rhyne, vice-president.

COLUMBUS, GA.—A \$125,000 damage suit has been filed in Federal Court by Fry Products, Inc., automobile seat cover manufacturers, against the Jordan Mills, of Columbus, Ga.

The suit charges Jordan Mills with failing to keep a contract whereby it was to have bought knit goods and machinery from Fry Products, and asked an accounting and royalties for use of patented.

The Columbus firm paid \$7,500 on the contract when it was agreed to May 2, 1938, the complaint set out, but when Fry Company attorneys sought to put the contract in writing on June 26, 1938, they charged the Jordan Mills refused to abide by the agreement. The Jordan Mills contend that their action was justified.

MASTER MECHANICS' SECTION



The Master Mechanic and His Job

By M. E. Chanic

MASTER MECHANICS in the South's textile plants have a job that is comparable to that of a mother with a number of children. While not actually on duty every hour of the week, the master mechanic is subject to call all the time, and just as a mother puts in extra time (day or night) with a sick child, the master mechanic is often called upon to do the same thing with a sick machine. A really good master mechanic should have the qualities of a mother, doctor, diplomat, inventor, electrical and mechanical engineer, painter, carpenter, and should be endowed with the patience of "Job".

In starting the week's work, it is a good idea for the master mechanic, not some subordinate, to make an inspection of the plant on Sunday afternoon or night. At this time he should check the temperature, humidity, toilets and water coolers for leaks, and note the general condition of the mill. It is surprising how many things can be found when the mill is not running that will be overlooked in the rush of working hours. Should the master mechanic not wish to do this inspection work on Sunday, it is a good idea for him to get to the mill early enough to do it on Monday morning.

If the weather is cool or cold the mechanic should check the temperature of the water in the humidifier tank. A temperature of at least 110 degrees F. is desirable here, which is very helpful in bringing the temperature of the mill up to the desired point at the earliest possible moment.

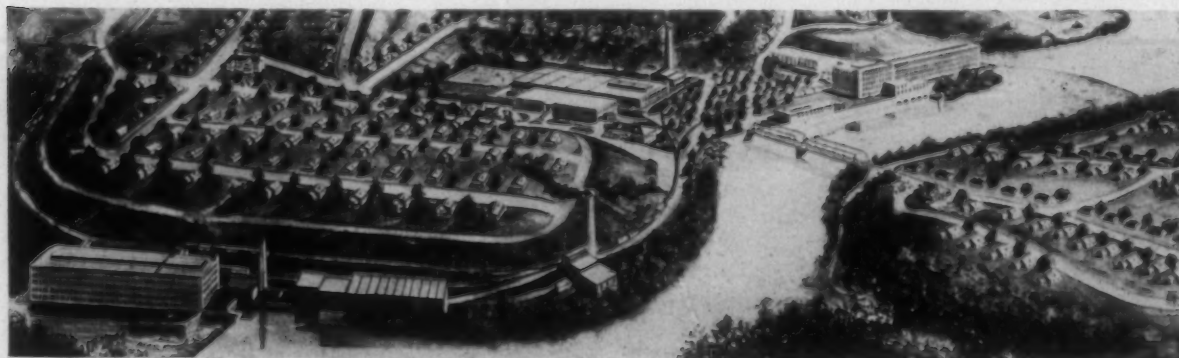
As soon as all the machinery is started up, the master

mechanic should check his time sheet and pay roll distribution to see that the work being done by his department is being properly allocated to the different departments of the mill. The keeping of records and cost data has become an important part of the master mechanic's job, and through the proper keeping of records he is able to furnish the management with valuable information on repair costs, replacements, etc. for each department. Frequently, through analysis of such records, it is possible to spot incompetent or careless fixers who would otherwise passed unnoticed. Also, if the fixers know that records of shop work done are being kept for their department they are apt to pay more attention to their jobs, which results in less shop work that can be traced to careless or sloppy work.

Poor Oiling

Another source of continual worry to the master mechanic is the poor oiling methods that have been in practice in the South's textile mills since they were first started up. The majority of the work that comes to the shop can be traced directly to either lack of oiling or improper oiling. Generally, the master mechanic has very little if any control over the oiling methods employed by the different departments, nor does he have the amount of control over the types of oils used that he should have.

In the opinion of the writer, the mechanics could save the mills hundreds of thousands of dollars yearly if they had more control over the oilers and oiling policy of the



separate departments as well as the whole plant. By the very nature of his job, the mechanic is in a better position to see the effects of poor oiling, he is better trained from a standpoint of machine and bearing design, and he should be more competent to work up oiling schedules and proper types of oils for every part of the plant than any other man.

Some mill men advance the argument that the master mechanic has about all the job he can handle, and to give him charge of the oiling would be putting too much work on him. It is true that there are very few master mechanics that have a great deal of leisure time, but if they were given full charge of the oiling of the mill a great deal of the work that they now have to do as a result of inefficient oiling (lets be honest and call it just "lousy" oiling) would not have to be done.

The master mechanic, who has seen expensive parts and even whole machines last only about one-fourth of what should be their normal life purely as a result of careless and sloppy oiling, would not tolerate many of the practices that are now common throughout almost the entire industry.

Oilers Not Properly Trained

The first major fault in the lubrication of textile machinery is that the oilers receive almost no training on their jobs. The overseer usually has only a vague idea of the importance of proper oiling, and will put either a boy who is just starting out in the mill on an oiling job, or will take one of the roving haulers, quill boys, or someone else equally unsuited to the job and tell him, "Here's an oil can and you are now an oiler. Put oil in all the bearings." The oiler can hardly be blamed for machine failures in a case of that kind. In addition to lack of training, the oiler is frequently furnished with an old, out-of-date spring bottom oil can that squirts oil in proportion to the amount of pressure applied on the bottom. Starting out fresh in the morning, with a hearty breakfast under his belt, the oiler manages to put about half an ounce of oil in (or on) every bearing in sight—by noon he is barely managing to get a drop or two out at a time.

The second major fault of lubrication is the improper selection and use of oils. It is not necessary to have a large selection of oils in the mill at all times, but every plant should have about five or six weights and types of oils, plus suitable greases for the type of plant. Oils do not perform the same under all conditions and an oil that is just right for one bearing may be entirely unsuited for another bearing on the same machine. Too many oilers and overseers take the attitude that "oil is oil," and should be squirted in every oil hole in sight, with the result that they get about the same performance from their oiling as if they tried to run their automobiles with kerosene.

Oils should be selected for the type of work they are expected to perform. Spindle oils, for instance, operate under light load at high speed, and there is little possibility of foreign matter getting into the oil. On the other hand, top roller oil is exposed to the air and to foreign matter in the room, and operates at low speed under heavy load. Obviously the same oil could not be expected to perform satisfactorily in both places, and no mill

would use the same oil, yet there are other places in the plant where conditions are almost as contrasting as this extreme example, and where the same oil is used in all bearings.

Saving in Power Cost

Another way in which the master mechanic can be of much value to the mill in the saving of power cost, and over which he usually has at least some control, is in the proper grouping of power consuming machinery. Some portions of the mill can best be run with individual motors, some portions can be operated most efficiently with small units of group drives, and some with long lines of shafting driven from a large motor.

The mechanic should make an analysis of the power requirements of each department, and each portion of each department, and from such an analysis he should be able to arrive at an idea of how to arrange or rearrange the motors and shafting to obtain the most efficiency in power consumption. Frequently it will be found that by merely regrouping certain portions or groups in a department a considerable amount of power may be saved without any great cost outlay.

In order to make an analysis of power cost with any degree of accuracy it is usually necessary first to sell the management on the idea that actual money can be saved by providing the mechanic with the proper and adequate instruments for analysis work. As a rule the cost of such instruments is rather high, and unless the mechanic is somewhat of a salesman he may fail to satisfactorily convince the management that they are really money savers and will pay for themselves many times over in power cost. No one would expect to have a shaft cut down without the aid of a lathe, but the management of some mills expect the master mechanic to hold the power cost down to a minimum without furnishing him with even the most elementary instruments to work with. It can't be done.

Overhead Shafting

In a mill that has a large amount of overhead shafting the mechanic can do a great deal toward reducing power cost by proper and adequate installation and care of said shafting. In order to prevent excessive power consumption a long shaft must be straight and the bearings must each support its own share of the load. A point that it might be well to bring out at this time is the fact that no matter how well a shaft is installed initially, after it has run six months or a year there is a very definite possibility that it will be out of line. No matter how well the building is constructed there will be some settling, and when a building settles in one point more than another the shafting will be out of line.

Some mechanics will look at this and say "Hell, I knew that before I ever had this job," but if these same mechanics will go out and make a real check on their shafting the likelihood is that they will find some of them out of line, or bearings not carrying any load, etc. It is something that must be constantly checked on, at regular intervals, if most efficient power consumption is to be obtained.

Hanger bearings on overhead shafting should be inspected and cleaned at regular intervals. The proper consistency of oil should be used and the bearings should be cleaned thoroughly and new oil put in after a certain

period of running time has elapsed. Time for cleaning will vary with different mills, depending on the length of the shafting, the load, the cleanness of the mill, etc., but all of them need cleaning and inspecting from time to time.

Electrical Equipment

Some master mechanics have failed to acquaint themselves properly with the electrical equipment of their plants, and as a result are causing their plants to pay for a great deal of power and repair cost that is not necessary. As an example, some mechanics do not realize the small amount of air gap in an electric motor, particularly in the fairly recent motors, and do not properly inspect and remedy the bearings and shafting of such motors. Under normal operation the motors may perform satisfactorily to all outward appearances, but when there is any disturbance of the electro-motive fields of force in a motor it will not give top efficiency. A worn bearing or shaft may cause the burning out of the motor in the event of some sudden surge of power, such as would result from a shorted circuit or a bolt of lightning. Electric motors are precision machines, and although the manufacturers turn out motors that are almost unbelievably long lived, they must be cared for in a reasonable manner if they are to give the long service that they should.

Another place where the mechanic may effect power savings, where the utility company has a clause in the contract that penalizes a low power factor, is in the proper use of capacitors or some similar means of improving the power factor. During recent years the trend has been toward the installation of individual motors in many parts of the mills. This has resulted in more elastic operation, but as is the case with almost every improvement there are certain drawbacks that should be compensated for in order to take full advantage of the possibilities.

When an individual motor is installed on any machine, the motor must be capable of taking care of the maximum demand that the machine might require under the most unusual circumstances. So, when the machine is operating normally, the motor is not required to do the full amount of work that it is capable of doing, and when a motor is operating at somewhere in the neighborhood

of 60 or 70 per cent of its rated capacity it is not operating at best efficiency, and the power factor will be much lower than is necessary. Through the proper use of capacitors this low power factor may be raised above the point at which the power company penalized the user, and a real saving may be effected. The instructions for the proper use of capacitors is too involved to treat in such a short article at this, and should be investigated thoroughly by each master mechanic who is located in a territory where low power factor is penalized.

Diplomacy

In the field of diplomacy, the master mechanic who can keep all of his overseers convinced that he is giving them the best service that is possible, and keep them satisfied, should be given control of international affairs of the country—he could handle any situation. Situations of a most delicate nature must be handled by the master mechanic, and only a master diplomat can prevent friction and dissention among the overseers of the respective departments.

The master mechanic of a textile plant holds a unique position. He is responsible for keeping the mill in full production without authority to dictate policies. He is servant to all and master of few. He is the number one alibi for all lost time due to machinery failure in any part of the mill. He must make decisions that would tax the powers of the world's master diplomats.

At one and the same time he may be faced with a problem such as the following: The conveyor apron on one of the two openers has become jammed and several slats are broken beyond repair by the fixer (the card room overseer is fuming to get it fixed); a traveling cleaner in the spinning room has jumped the track, falling into some of the belting and bending the overhead shafting out of line to the extent that a number of filling frames are out of operation (the spinning room overseers swears that the mill will have to close down if this isn't repaired in two hours); the elevator is stuck between the spinning room and the weave room (the weave room overseer is obviously in the clear—he can't run his department without filling and he can't bring it down two floors in buckets).



This may seem like an exaggerated condition, but every master mechanic has been faced with problems that seem just as impossible of accomplishment, and he is expected to carry out all assignments with greatest speed and accuracy so that the mill can operate at 100 per cent mechanical efficiency. If the mill loses money for months on end through inefficient selling or marketing that is considered one of the unfortunate risks of textile manufacturing that must be tolerated, but if a department of the mill loses a few hours because the master mechanic could not be in three places at the same time he had better watch out for his job.

The master mechanic, who is responsible for the continuous production of the entire plant, must be continually on his toes to serve the interests of the entire plant without regard to the wishes of individuals. He must decide where his services, and his men's services, are most needed to insure plant efficiency, while at the same time trying to please each and every overseer and second hand. When it is necessary to neglect one job in order to get another one finished in record time, the mechanic should explain to the person who is concerned with the neglected job just why it was necessary to get the other one finished in jig time. Each man is naturally more interested in his own job more than any other, but if the situation is explained to him in a reasonable manner, most of the time he will be willing to accept the decision of the mechanic without excessive resentment.

It would be possible to continue almost indefinitely on the trials and tribulations of the master mechanic, and volumes could be written on the ways in which he could improve himself and his job, but the space allotted to this article will not permit.

Assuring Maximum Service for V-Belts

Although V-belts are giving excellent service on thousands of short center drives, and this type of drive can stand a lot of abuse, field experiences demonstrate that more attention should be paid to these belts if the service they are capable of giving is to be secured.

Most plant engineers know the difficulties due to misalignment and similar sources of trouble, yet, probably because V-belts can withstand such evils to quite a degree, fundamental precautions are frequently ignored or overlooked. Good practice dictates that all strands of a particular drive should be the same length (or practically so within rather close limits), shafts parallel, and sheaves in alignment.

Although they may be made on the same mold, V-belts (due to inherent characteristics of the materials) may not have exactly the same length. Therefore manufacturers check all belts for length and match them within close tolerances. The slight variations remaining do not interfere with the proper operation of multiple V-belt drives, as the tension on the driving side is practically uniform even though a difference in sag on the slack side does exist.

But if the V-belts of a specific drive are of different lengths, then the short belts will fail first because they carry more than their share of the load. Belts of a given drive may be of uniform length when received from the stock room, but frequently after they have operated for a period of time, some strands wear out or fail while others seem to be nearly as good as new. In many such

instances the shafts carrying the sheaves are out of parallel so much that the belts on the long side carry most of the load.

Misalignment of sheaves produces an entirely different condition. The length of each belt in the drive may be identical and normally the belts would carry the same proportion of the total load. The trouble here is that the belts hug the flanges of the sheaves on one side. The sides of the belt wear excessively, and when the out-of-alignment is excessive the belts jump out of their grooves and ride upon each other. In some cases they turn in the groove and ride on their sides.

Replacement of belts on a drive in which some of the belts are nearly as good as new brings up another problem which is often given the wrong solution. Some engineers hesitate to throw away what seems to be perfectly good belts, however, replacing only part of the strands of a drive is a mistake. All of the strands should be renewed. The old belts, although they still appear in good shape, are usually stretched, and to use them with new and shorter strands means that the latter will be called on to carry most of the load until they stretch to the same length as the old units. Very likely the new strands will be damaged before they elongate to the point of equal load division. The old belts should be saved and possibly they can be matched up for length with other old V-belts to make a complete drive which will last long enough to make an economical installation. But they should not be mixed with new strands.

Other conditions such as excessive center distances cause belts to climb and run on their sides. Anyone who is experienced with this type of drive will recognize the latter trouble at a glance—the strands, particularly on the slack side swing and flap around apparently trying to get mixed up, and one wonders how they find their way to the right groove at all. Well, sometimes they do not. The cure is to reduce the center distance. The manufacturer usually has capable field men who are willing to advise on center distances, or a sketch of the troublesome drive may be sent to the nearest engineering office of the manufacturer and recommendations to cure the trouble will be forthcoming.

A V-belt drive, properly designed and specified, should give years of satisfactory life. But to do so it must be operated under the designed conditions; for instance, the parallelism of the shafts should be determined and corrected if necessary, the sheaves lined up the same as a pair of sprockets for a high speed chain drive would be lined up, and the tension on the drive adjusted from time to time unless one of the automatic adjusting devices (such as a pivoted motor base) is installed.

That calls to mind a fan drive, which illustrates false economy in connection with the V-belt drive. Instead of indicating a standard motor take-up base the designer showed slotted holes in a steel plate on which the motor was mounted. Such a take-up provision is but a make shift and the maintenance crew treated it as such with the result that it was neglected. Enough belts were burned up on that particular drive to purchase several modern take-up bases before a base was finally purchased and installed. Why did this condition exist? Because the drive was on a production job that could not be shut down long enough, according to the foreman, to make the adjustment with the slotted motor base.—*Industrial Power Transmission.*

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- 4 H & B Draw Frames, 6 delivery, made 1900.
- 3 Whitin Slubbers, 64 Spindles, 6"x12".
- 5 H & B Intermediate Fly Frames, 114 Spindles, two made 1909, one made 1927, 10"x5".
- 12 Whitin Fine Frames, 160 spindles, 8"x3 1/2".

IV. SPINNING ROOM

- 4 Whitin Spinning Frames, 108 Spindles, 2 3/4" gauge, band drive, 1 3/4" rings.
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- 2 H & B Spinning Frames, 224 Spindles, 3" gauge, band drive, 2" rings.
- 3 H & B Spinning Frames, 216 Spindles, 3 1/2" gauge, band drive, 2 1/8" rings.
- 31 Saco-Pettee Spinning Frames, 224 Spindles, 2 3/4" gauge, band drive, 1 3/4" rings.
- 11 Foster Winders, Model No. 30.
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- 2 Saco-Pettee Spoolers, 100 Spindles each.
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- 1 Set Toledo Scales (hanging).
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Mercerized Cotton

Yarn Use Up 39%

Shipments of mercerized cotton yarn in the first 16 weeks of this year to April 15 showed an increase of 39 per cent over last year, according to Dean Hill, president of the Mercerizers' Association of America. The poundage shipped also was 15 per cent above the average for the same period in 1936, 1937, and 1938.

The increase is attributed by Mr. Hill to steady demand from the hosiery industry, especially manufacturers of anklets and socks. Further demand for mercerized yarn is expected from the full fashioned field for use in welt and feet of their product because of the rise in price of silk.

Increased use by the underwear industry is held to be the result of the campaign by the Durene Association of America.

Georgia Club Women

Use Cotton Bags

Clubwomen, representing 100 groups in the Georgia Federation of Women's Clubs, pledged themselves to demand the use of cotton for all bagged goods purchased at grocery stores. A resolution to this effect, which also favored stimulating the use of cotton materials through every available means, was unanimously passed at the annual spring executive meeting of the Fifth Congressional District of the Georgia Federation here.

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Industry Takes A Hand in the Cotton Crisis

(Continued from Page 18)

dog and learn to live and let live. . . ."

" . . . If consumption of American cotton is to be subsidized, the subsidies ought to be applied to domestic consumption rather than exports. Back in the 20's, American loans to foreign countries which were never paid were in effect generous gifts of cotton and other farm products to those countries. But if any gifts of cotton are going to be made under the present Administration, our own people ought to come first. Why not, for once, give our own consumers and our own workers a break? . . ."

I personally believe that these words were spoken with sincerity and that they still represent the views of the Secretary of Agriculture. His present support of a proposal which he himself previously denounced must be for reasons of expediency only. Financial expediency may have sounded reasonable when placed against the requirements of the original Smith amendment. But that reason can no longer have great weight inasmuch as the export subsidy would take from the Treasury a sum between sixty million and one hundred million dollars a year and at the same time occasion an additional equivalent cost to American spinners through the maintenance of an artificially high price for domestic cotton. From the cost point of view the only important difference between the Smith plan and the subsidy plan is that in the one case we pay the money to our farmers and in the other to foreign spinners.

Indefensible Policy

For a dozen reasons this proposed policy is probably the most indefensible that has ever originated from a responsible American source. It is bad enough that it is humiliating repudiation of the very core and substance of our foreign policy about which we have so pridefully boasted for the last five years. We would be the first to set the example of subsidizing a raw material which has hitherto had a free market and which is produced by friendly countries. We would certainly expect and deserve prompt and resentful retaliation.

Vague promises have been made of protection against the foreign subsidized spinners and cotton shippers by the use of import quotas on cotton and cotton goods in the home market and compensatory export subsidies on American cotton goods sold abroad. Such promises are easy to make, but in practice the administrative difficulties are almost insurmountable. To be effective import quotas on cotton goods would have to be made separately for every textile manufacturing country in the world and allocated among hundreds of different items in all stages of processing and fabrication. A simple percentual increase in tariff rates would apparently be precluded by the reciprocal trade agreements. Probably the only certain accomplishment of such protective devices would be to establish another source of international trade irritation.

The Administration has stated that the plan is not a dumping device, but is intended merely to restore and maintain our normal cotton exports and would, therefore, not be subject to resentment from other countries. One fallacy in this reasoning is that the conception of

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of reliable
service
without repairs
of any kind"

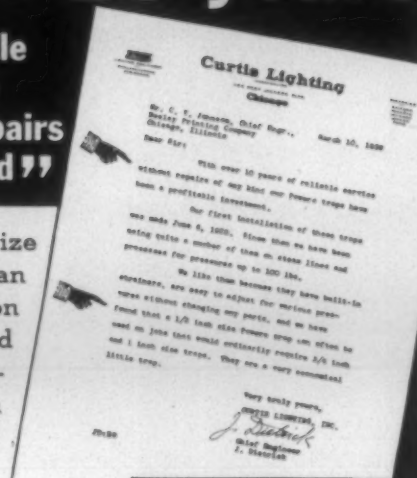
"a 1/2-inch size
Powers trap can
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jobs that would
ordinarily re-
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and 1-inch
traps"

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PLACE OF
FIRE BRICK



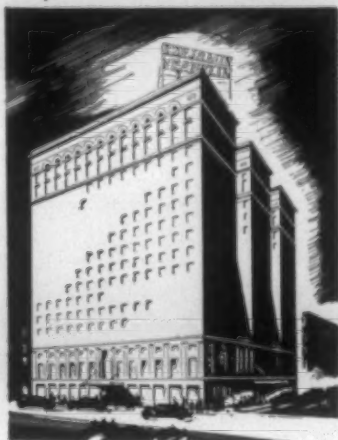
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3. Foremost in location—at Chestnut and Ninth—in the heart of Philadelphia.
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The **BENJAMIN FRANKLIN**

SAMUEL EARLEY, Managing Director



normal export trade is only the expression of an average which very rarely applies to any particular year. Under so-called normal conditions our cotton exports have varied from five million to ten million bales a year. In any particular year, therefore, our ideas of the normal export movement of cotton as determined by the subsidy plan might be in serious conflict with the ideas of other countries on the same subject.

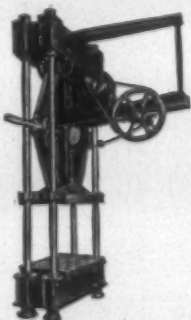
Good For U. S.—Not For Others

But, if the theory is sound for us, it is also sound for others. Let us take the case of Great Britain. Last year her cotton goods exports totaled one billion, three hundred million square yards. In the prior year they were one billion, nine hundred thousand yards. Eight years ago they were averaging around three billion yards. Certainly Great Britain could conservatively at the present time regard her normal export business in cotton goods as being not less than two and a half billion yards per year. By taking literally our own reasoning in the matter she might therefore justifiably resort to an export subsidy in order to recover that normal. But if Great Britain actually undertook to do that thing the United States would be the first country in the world to denounce it and to impose countervailing duties on all British cotton goods equal in amount to the subsidy.

But from the standpoint of our own industry and the American economic system the most serious aspect of this cotton subsidy idea does not lie in its foreign implications, but in its domestic effect. Such a plan would take for granted, would in fact require the continuance of a governmentally fixed price on domestically consumed cotton. Inasmuch as cotton exports would presumably be taken care of by the subsidy, the fixing of the home price would no longer be complicated by considerations of international trade. Under existing law the government loan rate can be placed at any point between 52% of parity and 75%, or, in other words, can vary roughly from 8 cents a pound to 12 cents a pound. Just now the rate is at the minimum for very good reasons. The subsidy plan would remove those reasons. Thereafter there would be only one pertinent question to be answered in fixing the rate from year to year. Obviously and naturally the rate would be the highest that the domestic spinners could afford to pay. That would of necessity be the outcome of political pressures and the increasing prices paid for cotton at home would be regarded as ample justification for permitting increases in export subsidies as they might become necessary. The disparity between American and foreign cotton prices would become wider; international trading in cotton futures contracts would become impossible. With a fixed price at home and unrelated prices abroad it is doubtful that the cotton exchanges in this country could continue to function.

But the worst is yet to come. As we all know, cotton has some very competitive substitutes. They are aggressive, well-organized, limitless in resources. In many of their classifications they are just reaching the stage of large scale production and accelerated technological improvement. Already they have put cotton on the defensive in many of its uses. What glad tidings it must be to them to hear that there are plans afoot to jack up permanently the price of cotton to a level at which it

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Care Textile Bulletin
Charlotte, N. C.

can not be competitively effective. If the prices of cotton are to be fixed in the United States at a predetermined minimum with no possibility of change except to points above that minimum, that knowledge is all that the competitors of cotton need to have. The subsequent slaughter of cotton is merely a matter of setting the gun sights.

By destroying the full competitive power of cotton in the United States the government would seal the doom of cotton. The great cash purchasing power which has made the South a rich market for the products of other sections would largely disappear. She would be forced into a diversified self-sustaining agriculture and would no longer need to buy the flour, meat and dairy products of the West and North. The cotton problem is therefore a national problem and it behooves the Senators and Congressmen of the West, the North and the East to ally themselves with the South in her battle to preserve cotton. If the South wins, the entire nation wins.

Officers Re-elected by Textile Research Body

Washington, D. C.—Franklin W. Hobbs, of the Arlington Mills, Boston, at the annual meeting was re-elected chairman of the Textile Foundation of which Stuart W. Cramer, of Cramerton, N. C., is treasurer, and Frank B. Cheney, South Manchester, Conn., is secretary. These three, with the Secretary of Commerce and the Secretary of Agriculture, comprise the directorate of this organization.

A new study, textile inventory policies and statistical guides, financed by the Textile Foundation, and sponsored by a number of textile groups, has been started by the Wharton School of Commerce and Finance, it was stated.

One of the research projects in which the foundation is materially interested has to do with the disposal and recovery of textile wastes, the laboratory work being done at Chapel Hill under the direction of Frank B. Cameron, head of the chemistry department, while the field work is carried on in a pilot plant back of the Cone Mills, at Greensboro, N. C.

Patents Given to Carolinians

Textile and other patents of interest were recently granted to Carolinians, according to Paul B. Eaton, patent attorney of Charlotte.

William H. Bahan of Greenville, S. C., was awarded a patent on a harness connector comprising a buckle member adapted to be secured to one end of a harness strap, the other end of the buckle member having a hook thereon for engaging an eye in the harness frame. The buckle is of peculiar two-part construction and it automatically locked together and held in position by the weight of the harness frame.

Boyd H. Bridgman of Whitney, S. C., was awarded a patent on a dagger lifter for looms comprising an adjustable member adapted to be associated with the frog and dagger of the loom so as to relieve the pressure on the shuttle as it is expelled from the shuttle box by guarding the dagger and causing it to be lifted upwardly to thereby release the pressure on the binder of the shuttle box.

IT'S THE EDGE

—That Prevents Fly Waste and Split Ends

The swirling of the end in passing through the traveler produces smooth even yarn.

This in turn reduces the fly waste to a minimum in the Spinning and Twisting of Cotton, Wool, Worsted, and Asbestos, also reduces the number of split ends in the throwing of Real and Artificial Silks.

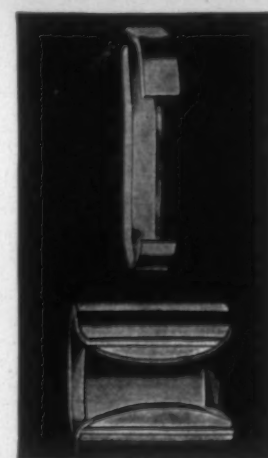
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A Traveler for Every Fibre

How to Prevent Uneven Yarn

(Continued from Page 22)

tion several causes for defective work, such as steel rolls running untrue, grooved top rolls (cork rolls not being buffed often enough), leather rolls running too long before recovering. The greatest work on the machines mentioned here is uneven roll settings. If the back rolls are set much wider than the length of the staple, the yarn that is produced from such may have a low breaking strength; therefore, exceedingly great care should be taken in setting the rolls for the staple that is to be run. Other causes for uneven work on slubbers may be worn draft gears, flyers out of balance, tension gears loose on pins, lost motion in the compounds, bad cone belts, tight tensions, poker bars not set level, singlings and doublings from the preceding processes, bunches being made by careless cleaning, and leaving long tails when creeling the frame. It is always well to adopt routine inspections of these machines to see that they are working mechanically perfect at all times. Special attention should be given the tension on the roving from the front rolls to the flyer at all times, for it is often true that if care is not taken here the room will become dry and the roving will pop off at the presser finger, thus giving more ends down and more bad work for the next process.

In the event of storing roving it is necessary for the card room to have a number of lint proof storage bins. Bins that will hold about 800 pounds of roving are sufficient. Where a series of bins is used, notices should be given by the card room by signs as to what roving should be used first. For example, when roving is to be removed, say "Use This Roving"; when roving to be stored, say "Put Roving Here." This keeps the roving clean and in order for the spinning department.

Uneven yarn in the spinning room may develop from not keeping the frames clean; cleaning of rails and racks improperly; cleaning of tops improperly; careless creeling; leaving long tails, thus giving a few yards of doublings on the bobbin; allowing broken ends to become entangled in the adjoining spindle and not pulling off the

bad work; allowing two ends to run through the same trumpet in the case of long draft single roving, or in the case of two ends in the creel; allowing three ends to run through the same trumpet; either evil here will produce an over-sized yarn or doubling. Other causes for uneven work in spinning are loose bands, worn spindles, bad rings, bobbin bearings choked with waste, broken or dubbed skewer sticks, teeth broken out of the front roller gear. Piecing up of ends gives uneven work if not done properly. Spinners allowing waste to catch in the yarn when cleaning the bottom clearers, careless cleaning of rollers, allowing waste to fall in the yarn, creating slubs, cleaning down overhead and not picking off fallen matter, doffing in dirty boxes and storing filling where it will be exposed to flying lint; all these cases of negligence bring about uneven work.

In summarizing this paper, the main point to be remembered is that efficient training of the employee in routine cleaning can not be over-emphasized, also that all machines receive proper attention and are kept in best of condition, for quality counts in a finished product as well as quantity produced

HUCK FINN.

NUMBER FOURTEEN

First we must begin in the opening room by opening as many bales of cotton to the mix as is possible to open without crowding our space, this to be fed from each and every bale into the bale breaker at the same time in order to get a thorough mix of staples. The picker plays an important part in producing even yarn. You must first have an even lap, yard for yard, as well as standard weights for the whole lap. All air dampers should be set so as to distribute the cotton evenly over the screen and all evener belts should be kept with the proper tension to prevent slippage.

Now that we presume that we have a perfect lap, we must continue to improve this by carding it properly. First see that all cards are sharp and that the same amount of strip is being taken from each card, also the

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COLUMBUS, OHIO

same amount of fly. Next the sliver from each card should weigh as near the same as is possible to get. The draft on the card can be anywhere from 90 to 105 without making any noticeable difference. Stripping every other line of cards at a time will help to keep down light drawing, and allow the card to run after stripping for several esconds before putting up the end, allowing the sliver to become near its proper weight. Never allow the cans to run too full, for this will stretch the sliver on top of the can and cause thin places.

The drawing plays its part also, and the rollers must be kept well oiled and clean as well as set for the staple to be run, always setting as close as is permissible and the speed of the $1\frac{3}{8}$ " metallic roll should never exceed 300 r. p. m. The tension between the front roll and the calender roll should always be run as slack as is possible without allowing the sliver to loop in at the sides. To run the ends too tight will cause stretching which later produces uneven yarn. Here again the cans should be doffed before running too full.

Slubbers, intermediates and speeders all play their part, but all can be described together. First, on the slubber the rolls should be set according to the staple to be run, always setting the back from middle roll at least $\frac{1}{8}$ " wider than the front to middle. Next all rolls should be kept oiled and buffed regularly and the tension should be regulated so that there will be no necessity for taking up or letting off on the ends through the entire doff. The draft on slubbers should never exceed $4\frac{1}{4}$, on intermediates 5, and on speeders 6, which is about all the draft

that will run satisfactory.

In the spinning all rolls must be properly set and lubricated. Cleanliness is also important, all tapes tight, spindles well oiled, roving skewers well pointed, and enough twist in the roving to prevent stretching in the creels. Travelers should never be run until they are sharp or grooved. Run as heavy a traveler as will run well and with long draft spinning one can draft up to 14 with single roving or up to 18 on double roving, but trying to go higher, on either single or double roving, will prove disastrous.

F. M. G.

NUMBER FIFTEEN

The process of manufacturing yarn has developed many changes in the past 24 years, the time that this subject was contested. Today we are facing quite a different problem. With doublings reduced from approximately 5,000 to 36, you are still supposed to produce a round even yarn. *It can be done.*

But not with a poor mix, poor picking, or poor carding.

However, with the stock properly prepared with the above mentioned process, only lays the foundation for an even, uniform and quality yarn. But there are numerous local troubles that will offset this, such as: too much twist which will concave top middle roll, allowing stock to slip under in bunches, not enough twist which will cause stretched roving.

(Continued on Page 46)



I'M A TRAVELING SAVESMAN!

Traveling "savesman" is right. Since I became a field man for the National Lead Co., manufacturers of the famous Dutch Boy White-Lead, I've been invited to visit many of the most important textile mills in this country. The object of each trip was to eliminate waste from the painting budget.

In plant after plant, my recommendations have led to substantial economies. After all, when a concern counts its company houses by the hundreds, little savings on each paint job mount up into big money.

My first move on a paint inspection trip is to make a careful check-up of all painted surfaces on company property. Then I

work out a plan for repainting, listing which surfaces should be done immediately and which can wait. Finally I recommend special paint formulas designed to give you the longest service at rock-bottom cost. These formulas take into consideration the climatic conditions, type of surface, and all other factors that effect the wearing qualities of the paint.

In every case, the paint is mixed to order with Dutch Boy White-Lead. This gives you three basic economies. (1) Dutch Boy lasts longer—gives more years of service. (2) Dutch Boy wears down smoothly. At repaint time there is no old scaling paint to be burned off at great expense. (3) Since the Dutch Boy surface is intact, no new priming coat is required in repainting.

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Cotton Goods Markets

New York.—The long awaited bulge in activity in the print cloth and sheeting market was apparently started with the activity of the market on April 25th. Estimates varied, but the general concensus of opinion was that between 10 and 15 million yards of print cloth goods were sold on that date, and large quantities of narrow sheetings were bought by the bag trade, which entered the market more actively than at any time this year.

So far as could be ascertained, there was no particular incentive that was new to set off the buying movement, though some attributed it to the proposed definite impounding of cotton stocks held by the government until January of 1940. The movement by the print cloth mills to put a system of control on the mills, as noted in these columns April 15th, may have had something to do with it.

Most observers, however, are of the opinion that users of cloth have allowed their stocks to dwindle to the point where they are forced to buy in order to maintain production, regardless of outside influences and considerations. Also, it has been noted that buyers for the larger chains and mail order houses have been more active, which would make for more confidence on the part of the finishers and other gray goods users.

Most of the business done has been for near delivery, with sellers holding for advances of $\frac{1}{8}$ cent for deliveries further away than 30 days. Mills seem to be taking the attitude that they are willing to dispose of some stocks on hand at the lower prices offered at the present time, but that they can not afford to accept volume orders for far future deliveries at anything less than a fairly substantial advance over present offers.

It is quite likely that by the time this is read there will have been something definite, or at least more definite than has been the case at any time recently, on the probability of war in Europe. Naturally, no one can say in advance, but Hitler's reply to the recent appeal of Roosevelt for peace in Europe may have a definite bearing on the market, and while Hitler's promises may be considered practically worthless, it would likely have a stabilizing effect if he made any overtures for a peaceful ten years in Europe.

J. P. STEVENS & CO., Inc.

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Cotton Yarn Markets

Philadelphia.—Reports in the cotton yarn markets are that there has been some softening of prices during the past week or two, but it has been noted that these reports are probably exaggerated in most cases, and where the yarns have been obtained at concessions the volume has been very small. Such business has been for near delivery; it is explained, and when interest in longer term covering is resumed there is little likelihood that such prices will be found on standard yarns.

The view in the market is that undue prominence is being given in some quarters to the low prices at which marginal sorts of carded yarn are being offered. These offerings are limited, it is stated, and when they have been disposed of there probably will be no repetition of them. This is not the sort of yarn in which the better accounts are interested, suppliers contend, and there is no pronounced weakness when it comes to quoting beyond June.

There are still some divisions of the yarn business that remain strong, as for example, ply combed peeler and mercerized yarn, of which not only do deliveries hold up well, but new orders are developing from week to week. At that, nobody using such yarn has been oversold, but on the contrary they have right along bought quite conservatively, and thus are likely to return to the market soon. These yarn producers entered the second quarter with little surplus yarn and now they have less.

The market has noted that the knitting trades have been placing a fairly large aggregate volume of yarn orders. Partly these developed at the Knitting Arts Show. Partly they originated in various sections of the trade as a more or less spontaneous result of old contracts being drawn down to exhaustion, or nearly so. The outcome has been a better feeling among yarn distributors concerning knitting yarns.

It was indicated that buyers have begun to get their nerve back. Prices obtained on this new business were about in line with quotations carried in the published lists. That is, quotations were mostly maintained, but this is rather a hollow achievement for the spinners, whose rock-bottom costs are definitely above the best prices they can now obtain for yarn.

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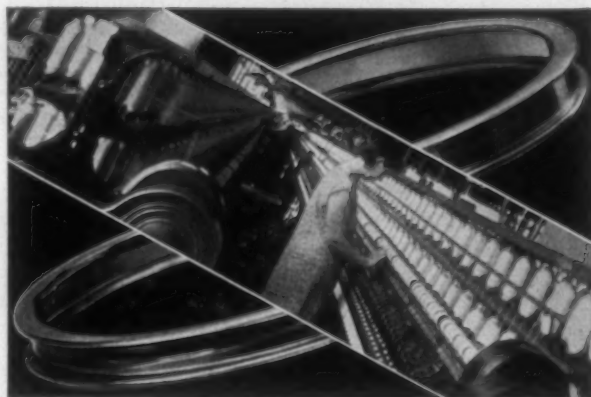
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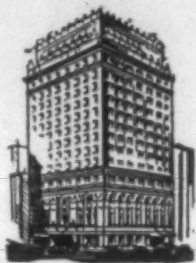
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How to Prevent Uneven Yarn

(Continued from Page 43)

Roller-setting is a vital point. Too close or too far off from the bite of staple will draw out uneven.

Too short a traverse on roving guide will concave top roll. Traverse dwelling on the change will crease top roll. Either or both will allow stock to slip under in bunches.

Fly frame carriages dwelling on change will stretch roving. Running frames with flyer fingers wrapped one, two and three wraps on the same frame will stretch the roving. Using uncalipered top rolls will cause uneven yarn. Poor oiling causes dry steps and will stretch roving.

Bad system of cleaning steel rolls on frames and drawing allowing laps to accumulate causing stock to draw out uneven. Irregular humidity will cause tension to tighten on frames and stretch roving, and will also tighten fleece on drawing between front roll and calender roll, which will stretch thick and thin place in sliver. Also, will tighten card webs, which will break the interlace, and cause the sliver to be rotten.

When the draft is not proportioned properly from one process to another, this will cause uneven yarn. Long piecing when creeling makes uneven yarn.

Spindles should be raised on spinning frames every sixty days and clean neck of base. A choked base neck will retard spindle speed, causing uneven yarn. Keeping correct numbers, allowing one-half number variation each way gives you an even yarn. I will give a very practical system whereby correct numbers are assured.

Numbers should be started in the opening room, with proper blending. Twenty bales of cotton opened for a blend and use a portion from every bale on each loading of apron. Now, reworked waste should be fed on apron to make each day's run cover full running time of picker. Make a correct lap with a half pound variation each way. Your evenner should be adjusted to make each individual yard of lap weigh the same.

If cards are being stripped every three hours, strip half of cards every hour and a half. Strip a card and miss a card. After cards are stripped allow sliver to run on the floor while two other cards are being stripped. This operation gives card time to get back to normal weight.

Drawing frame backs should not be creeled over one delivery at a time. Finisher drawing frame should be sized every two hours. Weigh six yards, one yard from each delivery. Any drawing frame found off of number should be put back on. Use crown gears for change gears instead of draft gears.

Card sliver and drawing sliver should not be condensed hard through small holes in trumpets. Condensation is equivalent to hard twist, and will cause uneven drawing out.

Long draft overcomes a number of local troubles by eliminating several different processes. Long draft overcomes thick and thin places in the yarn that is caused by the method of short drafting.

The long draft draws from the body of the stock. The method of short drafting draws from the bite of staple just as it is released from middle roll. This method has always failed to properly draw out the body of the stock uniform.

"Jim."

RESEARCH

(Continued from Page 14)

of "researchers."

The fast growing strides of rayon prove what can be done in the textile industry when executives who are research-minded head the corporations involved.

There are thousands of choice plums for the textile industry waiting in the realm of the unknown for some enterprising man to reach out and pull them back to his own profit.

Also there is need for research in another division of our industry besides the need for technological research. We need the principles of research applied to our merchandising and distribution. Many questions with reference to our distribution and merchandising are immediately apparent, the answer to which might be found through research. For example:

Pay Selling Agent Out of Net Profit

There is one question concerning the merchandising of textile products the proper answer to which might well mean the difference between a profit and a loss for our industry. This question is "Should a mill which distributes its goods through a selling agent pay such selling agent (as is now customary) a percentage of the net value of the invoices or should the mill pay the selling agent for his part of the job a percentage of such mill's net profit?"

No doubt a sane discussion of this question by many mills with their selling agents would be difficult for some selling agents would probably "turn blue in the face" when this subject was mentioned.

There are probably two sides to this question and I can conceive great possibilities in the right answer being obtained to this question and the findings put into practical application. Certainly one argument in favor of the selling agent sharing in the mill's losses and mill's profits is that if this were the case, the selling agents would probably not be so content to go along month after month and even year after year, as is true in some cases, selling the mill's goods at a loss.

There are many other phases of merchandising research which should be undertaken.

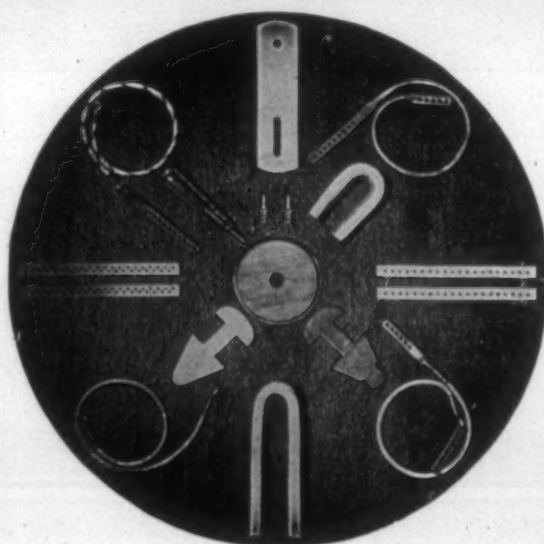
Gentlemen, it is not my purpose to automatically classify myself under the second classification as a "griper" by talking to you for fifteen minutes about what we need without suggesting a possible remedy for our situation.

We need more research in our industry of all types. How will we get it, you say? The industry, unlike the automobile industry, is made up of a great multitude of individual units, the majority of which can not afford the expense of operating a representative research program alone.

My answer to this is simple—Why not organize our resources for strength and unity to fight through research our common competitive enemies such as paper, jute, and metal? We have always been glad to contribute our money and time to fight against anything which threatened our industry. Why not contribute toward a fight for something? A fight for bringing our industry back into its flower through research. A unified fight.

If all the textile mills in the United States would pay an amount equal to one per cent of their net invoices

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Millbury Massachusetts



Spring Fever

is the desire to set yourself free from daily cares and burdens, and seek the far hills that always look fairer.



One of our 14,000 sizes and styles, will banish every spinning worry, and we'll help you select the right one for your purpose. It costs you nothing to try them. We'll send samples free.

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into a fund to promote research on a broad front, we would have a fund of approximately \$25,000,000 a year and it wouldn't cost any individual mill a cent of profit if we all did it. All other industries combined in the United States are spending approximately \$200,000,000 a year on research. A textile research project costing \$25,000,000 a year would enable the textile industry to not only get on its feet but to soon be riding the crest of the wave.

I for one stand ready to join hands with the rest of the industry and to contribute our one per cent whenever the balance of the mills will join me.

The Importance of Long Range Production Control in the Cotton Textile Industry

(Continued from Page 9)

figures taken from a book, "America's Capacity to Produce," published by the Brookings Institution in 1934 are illuminating:

Percentage of Practical Capacity Utilized in Selected Manufacturing Industries, 1925-29

Industry	Percentage	
	1929	1925-1929
Automobile	85	83
Automobile Tire	76	85
Men's Clothing	76	78
Flour Milling	53	50
Wool Manufactures	69	70
Window Glass	52	62
Tin Plate	74	68
Steel	100	93
Boot and Shoe	80	80
Paper	92	92
Lumber	72	72
Cotton Textiles	82	80

These comparisons indicate that other large industries have the same problem of over-capacity as has our industry. Even so, most of them have been able to operate at a profit on a more consistent basis than the cotton textile industry. In this connection, it is interesting to note that the steel industry can break even at about 48% capacity and show a fair profit at 60% to 65% capacity. It seems significant that the lowest point of operations on record in our industry is 70% of practical capacity in 1932 while the average for the past twenty years has probably been in excess of 83%.

It is unfortunate that no later figures than 1929 are available for the industries which I have used as a basis for comparison with the cotton textile industry. I am confident that if such figures were available, they would show that during the depression years our industry has been operated at a much higher percentage of capacity than most of the others—and yet, with the exception of 1933, 1936 and perhaps 1937, our industry as a whole has not been operated at a profit since 1929.

It seems to be a safe assumption that the ability of other industries to make money while the cotton textile industry has been losing money, has been largely due to intelligent control of production coupled with sound inventory control and I think most of us are agreed that the two methods of control should be tied together to obtain the best results.

Old Argument No Longer Valid

Most of us are familiar with the arguments many mills have hitherto advanced for non-co-operation in the matter of production control. Perhaps the oldest is that they are compelled to keep their mills operating full time in order to provide employment for people dependent upon them. This argument is no longer valid because of Unemployment Compensation which affords reasonable protection to employees during periods of temporary enforced idleness. It should also be kept in mind that the mills are paying this particular Social Security tax in full as no part of it is paid by their employees.

Then we are also familiar with the arguments of those who have modernized their mills that they should not be called upon to make any sacrifices and that the only sound policy for them is to operate their plants at the peak of capacity regardless of conditions. It is true that these mills do have somewhat lower costs than their less fortunate brothers but this is no excuse for non-co-operation. As a matter of fact, it has been demonstrated that such mills do not gain anything in the long run by pursuing such an unsound policy. Undoubtedly, at this time, mills of this type are losing less money than many of the older mills but it seems to me that little satisfaction can be derived from the knowledge that their properties are being operated at a somewhat less loss than those mills which are not completely modernized. After all, we are in business to make money and not for the purpose of trying to pile up a less annual deficit than some of our neighbors.

I respectfully submit that if the mills will face the facts with the determination of profiting by these mistakes, that the industry can be put on a paying basis in a relatively short time. Under such conditions, the more modern and efficient mills will earn more money than the older and less efficient mills. This is as it should be.

Wholesale Bankruptcies

But there is one thing certain: If the industry doesn't get on a money making basis in the near future, and continue on a profitable basis for longer periods than in the past, the inevitable result will be wholesale bankruptcies. When and if such an unhappy situation should arise, conditions in the industry will become all the more complicated unless, meanwhile, some plan is developed for the purchase and scrapping of marginal spindles.

I would like at this point to say just a few words as to some of the criticisms directed at plans for the control of over-capacity, particularly by representatives of consumers. These criticisms are for the most part based on two erroneous premises. First, that this provision allows less efficient producers to share the market on equal terms with the more efficient whereas these high cost plants should be permitted to die. Second, it is contended that efficient enterprises that could afford to offer goods at low prices are denied the opportunity. Apparently, these critics lose sight of the fact that in actual practice matters do not work out that way. The less efficient enterprises may go bankrupt, but the plants remain and are bought up at very low prices and usually continued in operation. Like the proverbial cat, properties of this kind seem to have nine lives. Furthermore, it is not necessarily the efficient enterprise which sells its goods at

the lowest prices. On the contrary, it is more often the inefficient enterprise which is forced to put its goods on the market at a sacrifice.

Let us remember that a business prospers in relation to the amount and quality of sound thinking and decisive action applied to its affairs in a world of stern realities. It should also be remembered that the primary responsibility of industry is to find ways to promote the public interests and the interests of its own producers, employees, distributors and customers, by making and carrying out whatever constructive plans may be permissible under existing laws, always acting openly and, so far as possible, in co-operation with the Government. Indeed, I find it difficult to believe that constructive, co-operative plans sincerely undertaken by a basic industry for rationally adjusting production to demand in that industry, and which avoid any attempts to artificially fix or control prices, can be fairly regarded as in restraint of trade and commerce.

Summary

On the contrary, failure to effect such adjustment is in itself, in my belief, in restraint of trade and commerce because it denies the premium which good management deserves, and gives to the chiseler at least temporary, and unfortunately recurring, advantages over the ethical majority. And so for the cotton textile industry I suggest a plan based on the fundamentals outlined previously in my remarks.

To sum up, I urge:

(1) Organization of the industry into groups to effect long range control of productive machinery. As examples of existing groups which have made or are making constructive efforts in that direction, let me cite the print cloth and combed yarn groups.

(2) Elimination of approximately 3,000,000 marginal spindles under the direction of a syndicate formed for that purpose.

(3) Limitation of the operation of the remaining spindles to a maximum of two 40-hour shifts.

None of those three elements of the plan is impossible or impracticable. Neither is the plan as a whole beyond accomplishment.

Gentlemen, we are now face to face with the supreme test of our collective common sense, of our intellectual and moral courage, and of our faith in the essential soundness of the great basic industry of which we are an important part. Surely if ever there was a time when we should make common cause in our common interest and for our mutual protection, it is *now*. I believe the future holds even greater opportunities and promise than ever before for those of us who have the stamina, character and intelligence to successfully meet the very real emergency with which we are confronted. Ours is an industry that can be saved, and must be saved, and will be saved. If this generation is not competent to save it, another will.



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Has realized thousands of repeated orders

Merchandising and Promotion

(Continued from Page 11)

the consumer knows now better than ever before just what he wants.

He is more exacting, and if the manufacturer is wise he will regulate his production to suit the needs of the consuming trade, put up his products as attractively as possible, and by all means label them. The retailer is of course closer to the consumer than anyone, and retail sales clerks should be supplied through advertising and labeling with all necessary information to properly inform the consumer regarding our cotton products. This is one of the most effective methods of increasing the demand for cotton goods.

The consumer requires quality above everything, but oftentimes a mill in order to meet keen competition produces an inferior product, the effect of which brings loud protest from the consumer, and causes him to lose confidence in products made of cotton. A skimping of quality, therefore, by any mill is calculated to do irreparable damage and injury to the whole industry. The fabric may not have been preshrunk, the dyes may not have been fast, the yarns may have been uneven, but whatever the complaint was, not only does the mill itself suffer, but the entire industry with it.

Co-operation Needed

We are all vitally affected by the actions of each other, and I have the firm conviction that if we make a success of our merchandising and promotional efforts, we must co-operate and try to work together for the preservation of our industry. We can't make progress by standing aloof as individuals and saying we are going to run our mills to suit ourselves regardless of what others do. We have tried individualistic cut-throat methods for the past ten years and have met with disaster. A wise manufacturer will become a member of a group organization composed of those making and selling the same products. These groups should tackle the following problems and do something about them: Wider markets for cotton products; improved quality and better styling; necessity for full statistical data relating to supply and demand to prevent markets being glutted; elimination of the third shift; imperative need for accurate cost data; urgent requirements that no merchandise be made up for which there is no order, that inventories be kept in complete control, and that cotton products be advertised under a label or brand so as to identify them to the consumer; adoption of sound merchandising rules; the stupidity of selling below cost, and the necessity for making a fair return on investments.

These are a few things that can best be handled by co-operation. In this connection I am reminded of this old story. Two friends were visiting an insane asylum, and one of them insisted on going into a large enclosure where the most dangerous inmates were confined. His friend tried to deter him, but he said he wasn't afraid, and was going anyway. His friend remonstrated and asked why he would risk his life in such a manner. He replied, "Individually, I can whip any man there, and they haven't got sense enough to organize." Surely our industry has intelligence enough to organize for its own protection.

Individually, we are powerless to correct many of the merchandising evils, but collectively we can. The program of unified group action calls for confidence in each other and without this the whole structure falls. I have confidence in the character and integrity of the men composing our industry and believe they can be relied upon to deal fairly and honestly with each other, and to abide by group decisions.

Other industries closely related to ours have adopted this policy of co-operation and have achieved remarkable success. When demand decreases, they curtail production, but do not reduce prices. They oftentimes advance prices to take care of increased cost due to curtailment of operations. At the close of each year these industries show a profit. We will do well to follow the example they have set. The tremendous losses sustained by our industry during the past ten years should awaken us to the dire need of a change in our merchandising policies, and should strengthen us in our resolve to make the next ten years the brightest and most prosperous in the annals of the cotton textile industry.

The hour has struck for less selling and for more progressive merchandising and promotion. Let's co-operate with each other and save our industry from the ruin and disaster that awaits us if we continue to pile up deficits as a result of inefficient merchandising methods.

We have a great industry. We want to see it grow and expand, and be a greater factor in the development of our beloved Southland than it has even been. We can not afford to stand still or retreat. We must move forward in a co-operative way, and by unity of action and purpose, we can make this cotton textile industry, not only during the next ten years, but forevermore, a source of genuine pleasure, pride and profit to all who are connected with it.

Lint Ginned of Longer Staple

Washington.—Cotton ginned from the 1938 crop was longer in staple and higher in grade than that ginned from the crop of 1937, according to the report released by the Bureau of Agricultural Economics.

The Bureau of the Census reported 11,620,601 bales ginned from the 1938 crop. All of this cotton was reported as American upland with the exception of 20,501 bales of American Egyptian and 4,273 bales of Sea Island.

Of the American upland cotton, 21 per cent was white in color and strict middling and better in grade, and 32 per cent was white in color and of middling grade. Cotton of the spotted grades constituted 21 per cent of the upland crop. A little more than one-half of the spotted cotton was strict middling and better in grade.

This year there was an appreciable decrease in the proportion of cotton shorter than 1 inch in staple.

The proportion of untenderable cotton decreased from 18 per cent last year to 6 per cent this year.

Grade and staple reports on cotton ginned in individual States will be issued at a later date. These reports will show figures for the individual States as a whole and also for the major districts into which the principal States have been divided.

American Cotton Manufacturers Hold Annual Convention

(Continued From Page 5)

Reports of committees were heard as follows: a. Cotton, A. K. Winget, chairman, Albemarle, N. C.; b. Traffic, R. R. West, chairman, Danville, Va.; c. ACMA Student Loan Fund; d. Textile Foundation and National Industrial Conference Board, Inc., Stuart W. Cramer, Cramerton, N. C.; e. General Arbitration Board, George P. Ray, New York City; f. Resolutions, K. P. Lewis, chairman, Durham, N. C.

Following the committee reports the election of officers was held, the president's medal presented, and the meeting adjourned following the business session.

Mansfield Mills Dues Check-Off Enjoined

Lumberton, N. C.—The Mansfield Mills and local officers of the Textile Workers' Organizing Committee have been enjoined by Judge John J. Burney from employing the "check-off" system in collecting dues from union members.

Judge Burney, at a hearing on a temporary restraining order obtained several months ago by employees of the plan, ordered released the impounded funds of the Lumberton TWOC local, but made permanent that part of the restraining order enjoining the mills from discharging workers for membership in the union.

The judge sustained a demurrer by which the Lumberton local was eliminated as a defendant but ruled that officers of the union were liable for any obligations under the action.

Named as defendants in the pleadings were the Mansfield Mills, the National Bank of Lumberton and TWOC local No. 234.

Mfrs'. Assn. Urges 8 Amendments for Wagner Act Equality

Eight amendments to the Wagner Labor Relations Act are urged by the National Association of Manufacturers, to give employers, it was stated, equality with employees under the act.

The eight changes would be:

1. Recognize that the employers are not alone to blame for unfair practices in labor disputes.
2. The act would be confined to the protection of the employees' right to organize, rather than aid in organization.
3. The act would prohibit certain unfair practices of the employees as well as the employers.
4. Employees who do not wish to join a union would be protected from coercion by union officials. The check-off method of union dues collection would be prohibited.
5. Standards of conduct of union with whom an employer is compelled to deal would be set up.
6. The right of free speech between employers and employees would be reiterated.
7. The act would not favor one type of a union over another.
8. A fair trial and adequate court review would be provided for all those accused of violation of the act.

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Last Longer, Make Stronger Yarn, Run Clear, preserve the SPINNING RING. The greatest improvement entering the spinning room since the advent of the HIGH SPEED SPINDLE.

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Secretary's Annual Report

(Continued from Page 13)

upon the area from the outside.

We are continuing to carry on the work so ably started by those who have wrought so well, making changes whenever and wherever necessary.

This Association is the heart of the industrial South, made so by its distinguished leaders and directors.

Now at the close of these remarks which are made with all of the seriousness and careful analysis that I can command, I would like to state that there are some mills and managers who have had the benefits of all of these Associational efforts and have never seemed to appreciate them. They are not members of our Association, nor do they contribute financially. I feel sure that they have never seriously analyzed what prodigious efforts our officers and committees put forth, and have never realized what might have happened if these men had not safeguarded their interests.

We want you to think of what we do. We want you to join our Association and help us financially, but most of all, in our deliberations. This Association carries with it the prestige of the most important industrialists of the South. Join us.

But I must close this sketchy summary of accomplishments and implications of values.

Tribute to Cheatham

Our officers and committees have been active and diligent this year. President, Cheatham is a rather quiet man and has exemplified to me the elements of a real executive. He has appointed committees and clothed them with instructions and authority and asked them to do the job. By this, I do not mean that he has been indifferent because he has kept in behind the committees and has been ready at all times to meet with them and to help them. The reports that are read will indicate that all committees have been active.

Mr. Cheatham is rather quiet and retiring in his personal attitude. I think his key picture is in a paragraph taken from the story of R. W. Philip, in May, 1938 issue of *Cotton*, Page 5:

"Cheatham maintains personal supervision and direction of the affairs of the ramified organization which he actively heads. He sets the policy, and from day to day keeps in close first-hand contact with the operating details. A regularity in his own habits exercises an involuntary discipline in his organization. Yet there is no restrictive formality apparent. Work at the general offices in Griffin proceeds in an effortless fashion, with neither too much informality, nor too much formality to handicap results. Cheatham devotes practically his entire time to the direction of his mills. He reads all incoming mail; he doesn't answer it all, of course, nor direct its handling, for he has surrounded himself with a group of competent executives, most of whom have been with him for years, and on whom he relies in their respective spheres, but he does want to keep up with what is going on, and finds this one good way of doing so. His interest in the many phases of the business is not an indication of curiosity, or of interference, but rather the natural result of wanting to draw upon a full understanding in reaching a decision and setting a policy. His daily associates know him as an earnest, clear-thinking, hard-working and effective executive who sets the example of a true leader; fair in giving reward and reasonable in his demands; thoroughly honest in all of his dealings; tolerant and considerate, slow to complain or criticize; an honest business man and inspiring and stimulating by genuine example rather than by word."

"Cal Coolidge" Cheatham has wrought well. He has kept the pace set by his predecessors. I thank him for his kindness and cheerful co-operation.

I thank our Vice-Presidents, the Board of Government, members of the various committees and all members of this Association, because they have so generously, graciously and cheerfully aided me with their advice and counsel.

I also express my appreciation to the officers and members of the various State associations and the allied associations, the Cotton-Textile Institute, Inc., and the various state and national governmental departments for the splendid co-operative spirit that they have manifested.

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*Serving the Textile Trade
for over a quarter of a century*

Address of President J. H. Cheatham

(Continued from Page 7)

In this fact, we should be justifiably proud.

In this attitude and spirit, which is typical of our industry, we are not averse to fair change. We fully recognize that our industry, or any other for that matter, is not solely progressive on account of improved inventions and machinery and increased resources, but that its major progress come through the increase of the spiritual and human values and the social improvement of each of our employees, from the top to the bottom of our salary and wage scale. It is true of each of us and of each of our employees that with the strengthening of our minds and characters, and the desire to improve our conditions in life, comes the greater degree of efficiency in and loyalty to whatever job we may take, whether it be large or small. It is, therefore, perfectly natural that as our employed personnel has increased to a mass proposition, and our industrial conditions have become more complex, that large sectors of our employees should yield to the economic argument that organization is essential to their welfare. This is a naturally progressive human trend, and we should meet it sympathetically and co-operatively. And, likewise, in the same spirit, Congress should meet it, and on a basis that will promote harmony between labor and employees. No doubt, in the passage of the National Labor Relations Act, the majority of the members of Congress voting for this Act had this intention in mind, and fully expected the Act to work to the accomplishment of this purpose. It is probably true that, if the administration of the Act had been placed in the hands of fair, impartial, and loyal-minded American citizens, motivated solely by the desire to bring about fair and harmonious working conditions between employers and labor, in the possibly minor number of cases where same did not already exist, the Act could have been made to work satisfactorily. At least, any act generally has full powers to work it as intended, when it develops that it is also pregnant with latent and unintended powers that lend themselves so readily to perversion, as has been the case with the National Labor Relations Act. As the record now stands, the conclusion is inevitable that the administration of the Act was stacked with enough minds that really did not believe in the American principles of government to give its proper functioning a chance. In other words, it was sabotaged by its administrators before it got started. Even the Secretary of Labor felt impelled, through sympathetic views, to join in this unintentional sabotage by expressing doubt as to the legality of the sit-down strike. All of which, together, promoted an orgy of labor disputes and troubles that were unnecessary, inexcusable, and which caused labor, employers, and consumers untold millions in loss. Such partial and unfair administration has not only not benefitted and been helpful to the cause of labor, but has done it incalculable harm. It has divided labor in a way that it has never been divided before.

Supreme Court Decision Helped

However, the recent decision of the Supreme Court of the United States has had a very helpful and clarifying

effect, as well as rendering a very proper and stinging rebuke to the radically un-American ideas of the majority of the National Labor Relations Board and the Secretary of Labor. And, while this decision really enunciated nothing that anyone already grounded in the first primer of American constitutional principles did not feel that he already knew, nevertheless, it put a definite curb and check on the radical acts and expressions of a majority of the National Labor Relations Board members and the Secretary of Labor.

But, though a temporary crisis may be passed in the administration of the Act, we have been seared by the burning possibilities of the unintended latent powers of the Act. So, while the country has these ills vividly before it, it is exceedingly important that immediate steps be taken to amend the Act so that the abuses of the past shall not again be possible.

I take it that no fair minded American citizen, whether he be a laborer or an employer, will dispute the most apparent fact that employers and laborers can only work to the best advantage of each other when such relation is entirely harmonious. This can only be accomplished when the two work together in joint confidence and loyalty. Such a relation is foreign to any situation where compulsion is applied to one and not to the other. Such a relation is foreign to any situation where a responsibility is fixed upon one and not upon the other. And any political endeavor that attempts to do one of these things at the expense of the other, is a cheap type of class building and free government destroying statesmanship.

Since America is now definitely in the trend of Federal law controlled relations between employers and labor, we could probably not do better than to carefully study and adopt many of the provisions of the British Labor Disputes Act. And, briefly, we may suggest that the National Labor Relations Act be so amended as to make it a law both for the protection of the employer and the laborer. Fix therein a joint responsibility for both the employer and the laborer. And, lastly, fix it so that the employers and labor shall solve between themselves, so far as possible, their own problems and only call upon a government agency to arbitrate as a last resort. This will certainly be a vast improvement over the present situation where the administrative board of our present act seems to feel that it is its first duty to organize the labor of the country along lines of its own preference, as evidenced by the fact that it has contributed to the splitting of the labor camp wide open; and its second duty, until the recent Supreme Court decision, to deprive employers of all power and control over the discipline in their organization that is absolutely essential to efficient and continual successful operation. Toward this end, our Committee on National Affairs, headed by R. E. Henry, has been working. However, as in all other such cases, progress is slow. I recommend the continuance of this committee or a similar one.

Wage and Hour Act

As to the Wage and Hour Act, I see nothing to be gained in delaying discussion further to see what will happen, or how it will be administered insofar as our industry is concerned. I believe a frank facing of the situation, and a critical discussion is immediately in order. Of course,

I realize that it has been dubbed by its sponsors as a great and broad-minded piece of social legislation and anyone speaking critically of it is opposed to human uplift and progress. However, I shall not be restrained from speaking my convictions.

First, I should like to say that your representatives attended every minute of every meeting held, and in their opinion did the very best they could under the circumstances. If anything was left out of the testimony they could not think of it.

I want to make special mention of the services of C. A. Cannon who was chairman of our group. He worked untiringly and intelligently and this Association is indebted to him.

In my humble opinion, the history and development of the Wage and Hour Act shows it to have been conceived in the minds of a continental school of thought, absolutely virgin to any appreciation of or regard for those fine and cherished principles of government that have brought the United States to greatness, and born and delivered under the auspices of political fear and sectional selfishness. Anyone, regardless of the section of this country in which he may reside, who followed the development of this legislation, must necessarily concede that this creation of the professional up-lifters was immediately seized upon by the politicians North of the Mason-Dixon Line, and passed in an effort to ham-string Southern industry and draw the advantage back to their industries. Nevertheless, when the Act was finally passed, the natural confidence which I love to have in my fellowman made me have the fond hope that this Act would not be used as a club to beat down the Southern branch of our industry, and thus work as a sectional measure masking under the cloak of humanitarian purpose. I had this feeling because I realized that the administrative machinery of the Act would have permitted a fair administration to all sections of the country. However, I have been sadly disappointed and I now realize that in the appointment of Industry Committee No. 1, under the Act, it was stacked in line with the sectional and selfish motives which enabled it to be passed.

Not Majority Rule

Specifically, let us look at what happened to our own industry. Naturally, when the textile industry committee was appointed, we had every right, as supposedly self-governed Americans, to believe that the majority voice principle would control. That voice controlled in the passage of the Act. In fact, that majority voice idea has been a fetish of the present administration, even to the control of court decisions in the face of constitutional inhibitions. There are approximately twenty-five million cotton and rayon spindles in place in the American textile industry. Approximately 18,650,000 are in the South. Let us see how much voice the South had as a result of this 75% majority. There are twenty-one members of the textile industry committee. Seven from labor, seven from employers, and seven from the public at large. Of course, we all know that the seven labor votes would be cast for the highest rate proposed regardless of consequences. The passers of the Act and the appointive power of the committee fully knew this when the Act was passed and the committee appointed. Of the seven representatives from the public at large, only three of these were

appointed from the Southern textile area. Of the seven employer members, only four of these were appointed from the South. Thus, the industry in the South representing 18,650,000 spindles was given a representation on the committee of seven, and the remaining spindles in the North was given a representation of fourteen committee members. I, therefore, contend that the minimum wage was fixed last September 13th when the committee was appointed and not on March 20th as you have been advised. Such treatment has no semblance of fairness, decency, or even common honesty in a country which shouts of its democracy.

No Representative of Unorganized Labor

But let us analyze this committee a little further. There was even a silk man from Pennsylvania placed on the committee. Anyone with the most mediocre intelligence knows that the operation of the silk industry and its manufacture are foreign to that of cotton. This particular representative is the maker of neckties, etc., and yet he is given representation on a committee representing twenty-five million cotton and rayon spindles. All efforts to show the impropriety of this silk man on the committee were of no avail. Further, the idea of democratic representation was absolutely abandoned in the appointment of the seven labor representatives. They were all chosen from labor organizations, and yet, I venture to say, approximately 80% of the textile employees in the South are unorganized. This great majority of 80% was treated as so much chaff in the appointment of this committee. They were not represented and yet we know that thousands upon thousands of them are fine citizens in their respective communities and fully capable of serving on the committee.

South At Disadvantage

We are not opposed to paying our employees a higher wage if conditions permit. In fact we want to pay them every penny we can. This is proven by the fact that we raise wages when business is good. At the present time conditions do not warrant an advance and your representatives so contend but without avail. A strong minority report setting forth these facts is being presented to the administrator, and it is to be hoped that a sense of fairness will impel him to give the consideration to the Southern branch of the industry to which it is entitled, and which he has authority to do under the provision of the Act. Otherwise, the result will be that the Northern mills will have the same rate as the Southern mills, and yet the Northern mills have the benefit of proximity to market and no discriminating freight rate. We in the South are at a distinct disadvantage. This is not just my personal opinion, but it is based on the statement of a reliable manufacturer friend who operates a textile mill in the North and another in the South. He states that, as between his two mills, his Northern mill can pay approximately 10% more wages than his Southern mill on account of these advantages. When the minority members of the textile industry committee set forth the fact that the same wage scale for the Southern mills as the Northern mills would put many of the isolated Southern mills out of business, the reply of the administrator's counsel was that the country should be viewed as a whole,

and not sectionally; that it really made no difference if a mill shut up in the South, if the considerations which closed this mill enabled another to open in the North. Such opinion, no doubt, finds fine and appreciative reception in the minds of selfish sectionalists, in the minds of vote hunting politicians, but it certainly meets no prideful reception in the mind of any American citizen that is disposed to be fair and just to his brothers and their industries, regardless of from what section of the country he may be.

A further obstacle in the fair operation of this law before the industry committee was the statement and statistics of the Wage and Hour Department's Economist. This economist presented statistics to prove anything that the motive behind the law requires. "In the opinion of your committee these figures were extremely misleading, but to the ears of the other members of the committee they are accepted as established facts.

Danger of Dictatorship

So when we have considered the application of the Wage and Hour Act to our industry, as I have just outlined, some of us wonder just where we are heading. We are extremely critical of the personal dictatorships in Europe, and in this attitude we apparently have considerable comfort and support from many of those now in power in this government. However, the principle of a dictatorship is not confined solely to those countries under the personal dominion of those with the technical title of dictators. Such a principle can be just as effectively exercised in a country that denominates itself a democracy, when it abandons all regard for the majority will of those in a section thereof duly entitled to a voice as to the way they desire to live and in the protection of their property.

Whenever a democracy that governs a country that has sections having a widely different climate, different natural resources, and even wide racial differences, once fastens upon the weaker sectional minorities the crushing economic will of a majority section thereof, then such a country ceases to be a democracy except in name only, and, as far as effect is concerned, becomes a dictatorship simply masking under the machinery of a democracy. That is the danger which is facing our great country today. We are getting further and further away from the dual principle of government; further and further

away from the past proven safety that lies in the absolute separation of the executive, legislative, and judicial departments.

Proceed At Own Risk

However, in a discussion and criticism of the Wage and Hour Act, I do not think that we should limit ourselves entirely to its unfairness to our industry. All industry is interlocked more or less, and I feel that we should also lift our voices for industry generally. From this standpoint, I feel that there is hardly anyone who will not agree that the Wage and Hour Act, as drawn, is entirely too broad and nonunderstandable. It is truly a serious situation when Congress will pass a bill impossible to interpret accurately and safely, that the administrator has to tell you to proceed at your hazard. Of course, this is not true in industries that are indisputably engaged in interstate commerce by all accepted definitions and precedents of the past. It is not entirely true of our own industry, but it is true of the smaller and real intrastate business. The Act was so adroitly drawn by minds that one is led to believe had no respect for State's rights and wished to break them down, that there is almost no business operating in a State that does not technically come under its provisions. Now the really serious feature to all of us about this is the apparently covert and planned procedure to gradually destroy the sovereignty of our States in favor of a government centralized at Washington, which I have already referred to. I do not believe that this is what the majority of the American people want, but if it is, the honest way is to present it to them by constitutional amendment and not by hidden trickery in statistics.

I have tried to bring to your attention this morning some very important matter that need our undivided attention. I recently heard a prominent utility executive say that he once devoted 90% of his time to business matters and 10% to public matters. Now the situation is reversed and public matters require 90% of his time. I think we are about in the same position and unless we give more time to such matters I fear the consequences will be fatal.

In conclusion I wish to thank the various committees for the splendid work they have done this year. The response and co-operation of all has been wonderful and I have enjoyed serving as your president.

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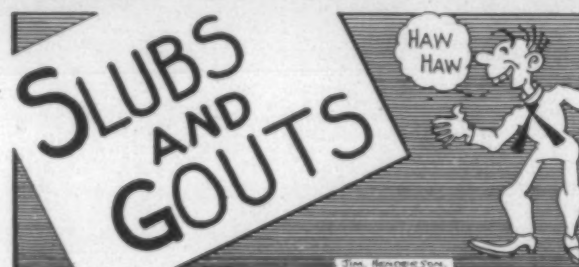
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B. A.

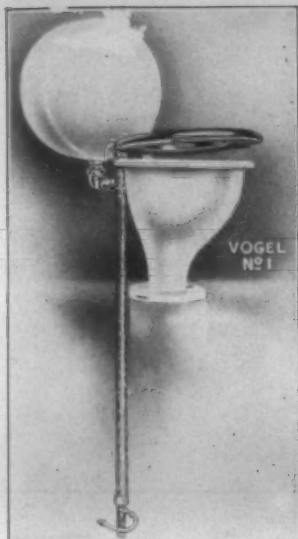
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About 1899 I was at a small mill in the Carolinas which was equipped with the old hand change shuttles on all the looms.

One day one of the newer weavers had a bad smash-up which broke out about a third of all the warp ends. When the boss weaver saw the loom he said, "Sister, you must have put in two shuttles at the same time."

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